Joint Capability Area Refinement Meeting

Issue Quad Charts (consolidated)

15 – 16 March 2006

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JCA Breakout Session Group 1

Joint Air Operations

Joint Land Operations

Joint Space Operations

Joint Global Deterrence

Joint Maritime & Littoral Operations

Joint Access & Access Denial Operations

Joint Special Operations & Irregular

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Joint Air Operations

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JAO – FA FCB

Tier 2 – Comments 38, 42

2 Substantive Issues

JS J8 (DDF)/ OUSD(AT&L)

Recommendation: Move Global Defense to Joint Protection; reposition and recolor graphic to show primary responsibility.

Rationale: Capability is more closely aligned to force Protection (and assigned in FP portfolio)

Pros / Cons

Pros:

- Capability is broader than Air Operations
- Properly aligns to stated responsibility

Cons:

-

JCA OPR Comment – A/R/P/D

This is a Joint Force Protection issue

Follow-on

Accept the change and correct Lexicon and JCA graphics

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JAO – FA FCB

Tier 2 – Comments 66,67,69,71,73

5 Substantive Issues

JS J8 (DDF)/ HQDA G8/USSTRATCOM J8/ OUSD(AT&L)

Recommendation: Move Global Missile Defense and Theater Missile Defense to Global Defense; change responsibility to Joint Protection; reposition and recolor graphic to show primary responsibility

Rationale: Capability can be satisfied with more than just Air response; responsibilities are more appropriate to Joint Force Protection (and assigned in FP portfolio)

Pros / Cons

Pros:

- Tier (and subs) are appropriate to Theater Missile Defense
- Properly aligns to stated responsibility

Cons:

-

JCA OPR Comment – A/R/P/D

Decision should be made at lowest review level (this AO review)

Follow-on

Accept the change and correct Lexicon and JCA graphics

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JAO – FA FCB

Tier 2 – Comment 70

Substantive Issues (STRATCOM)

Recommendation: Add reference for Conventional Kinetic Attack

Rationale: Completeness

Pros / Cons

Pros:

-

Cons:

-

JCA OPR Comment – A/R/P/D

Reference is the JGD JCA

Follow-on

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Joint Land Operations

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JLO – FA FCB

Tier 1 – Comment(s)

Critical Issue *(USA TRADOC)*

Recommendation: Change definition of Joint Land Operations to the more comprehensive definition provided

Rationale: A more comprehensive definition is required in order to ensure the Tier 2 JLO joint capability areas can be properly nested within the definition of JLO.

Pros / Cons

Pros:

- More comprehensive definition allows for the better traceability of subordinate JCAs

Cons:

- Definition <u>as provided</u> changes GO/FO approved subordinate tier twos

JCA OPR Position – A/R/P/D

Recommendation has support for more comprehension definition - rewrote definition using the “best” from the approved lexicon, TRADOC’s proposal, and JP1-02 (see attached)

Follow-on

Discuss / Approve at JCA Conference

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Proposed

The ability to employ joint forces to achieve military objectives within the Land Domain. Such operations include offensive operations, defensive operations, and/or stability operations. Joint Land operations will require the Regional Component Commander (RCC) to employ joint forces to engage adversaries across the spectrum of traditional, irregular, catastrophic, and disruptive challenges. They are conducted as part of a campaign or major joint operation and extend across the full range of military joint operations (ROMO). Joint land operations can include operational maneuver from strategic and operational distances to directly attack centers of gravity in order to achieve the joint force commander's desired objectives. Close combat is a fundamental capability for successful joint land operations across the greater part of the ROMO. Joint Land Operations can include maneuver and engagement in order to destroy opposing forces, secure key terrain, control vital lines of communications, or to establish local or regional military superiority. Ultimately, Joint Land Operations seek to control territory, populations, and resources, which may require a long term commitment, in order to achieve national objectives. (Modified from JP 1-02).

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JLO – FA FCB

Tier 2 – Comment(s)

56

Substantive Issue *(USJFCOM J9)*

Recommendation: Elevate Humanitarian Assistance (JStO) to a sibling (equal) JCA to Control Territory Populations & Resources.

Rationale: Need to have consistent supporting supported relationships between JCAs. Control Territory Populations & Resources is at most a sibling to Humanitarian Assistance per slide 20.

Pros / Cons

Pros:

- Maintains consistency among JCAs

Cons:

- Prevents appropriate level of planning, resourcing, and effort if the level of some CAs are ad-hocly raised or lowered.

JCA OPR Position – A/**R**/P/D

Recommendation reveals the circular reasoning of below Tier One JCAs. Allow a Tier Two for one JCA to be a Tier Three for another JCA, i.e. do not hold subordinate tiers to the Tier One no subordinate rule.

Follow-on

Good discussion point for JCA Conference

Can a single CA be a Tier II for one JCA and a Tier III for another JCA?

Reference:
Hum Assist: JLO – JStabO
Conseq Mgmt: JP - JStabO

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JLO – FA FCB

Tier 2 – Comment(s)

57

Substantive Issue *(USA TRADOC)*

Recommendation: Change names and definitions of Joint Land Operations Tier IIs to seven more comprehensive and defined JCAs provided

Rationale: A more comprehensive definition is required in order to ensure the Tier 2 JLO joint capability areas can be properly nested within the definition of JLO.

Pros / Cons

Pros:

- More comprehensive definitions likely provide better usability

Cons:

- Changes GO/FO approved structure
- Changes GO/FO approved definition

JCA OPR Position – A/R/P/D

Recommendation requires a complete over-haul of the JLO sub tier structure and a complete vetting with all peer JCAs

Follow-on

Discuss

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JLO – FA FCB

Tier 2 – Comment(s)

58

Substantive Issue *(USA DAMO)*

Recommendation: In the lexicon for Refugee Operations, change “mange persons” to read “manage persons.”

Rationale: Typo, but significant.

Pros / Cons

Pros:

- Prevents unintended meaning

Cons:

- None

JCA OPR Position – A/R/P/D

Recommendation accepted

Follow-on

NA

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Substantive Issue *(USA DAMO)*

Recommendation: On slide #10 change “Manage Indigenous Displaced Persons” to read “Manage Internally Displaced Persons.”

Rationale: Correct taxonomy slide #10 to correspond with the Tier 2 title for “Manage Internally Displaced Personnel Operations.”

Pros / Cons

Pros:

- Better describes the intended meaning
- Provides a broader definition

Cons:

- None

JCA OPR Position – A/R/P/D

Recommendation accepted

Follow-on

NA

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JLO – FA FCB

Tier 2 – Comment(s) 60, 64,65

Substantive Issue *(USA DAMO)*

Recommendation: On taxonomy slide #10 change “Mange” to “Manage.”

Rationale: Typo, but significant

Pros / Cons

Pros:

- Prevents unintended meaning

Cons:

- None

JCA OPR Position – A/R/P/D

Recommendation accepted

Follow-on

NA

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JLO – FA FCB

Tier 2 – Comment(s) 61

Substantive Issue *(USA DAMO)*

Recommendation: Delete "in Article" so the definition correctly reads "…defined in Articles 4 and 5 of the Geneva Convention…"

Rationale: Remove superfluous words.

Pros / Cons

Pros:

- Provides a better definition

Cons:

- None

JCA OPR Position – A/R/P/D

Recommendation accepted

Follow-on

NA

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JLO – FA FCB Tier 2 – Comment(s) 62

Substantive Issue *(CENTCOM J5)*

Recommendation: Under Tier 2 JCA Control Territory, Population and resources add white block Tier 2 "Consequence Management"

Rationale: During a CBRNE Consequence Management event it may be necessary to control populations and resources, i.e. quarantine, secured contaminated areas, use of control points and decon lines.

Pros / Cons

Pros:

- Ensures "Consequence Management" is considered when planning/executing

Cons:

- Establishes a new Tier II for another JCA
- Changes GO/FO approved structure

JCA OPR Position – A/R/P/D

Recommendation rejected because consequence management is a routine part of mission planning and does not warrant additional emphasis

Follow-on

Discuss

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JLO – FA FCB Tier 2 – Comment(s) 63

Administrative Issue *(JCS J8)*

Recommendation: On the Joint Land Ops slide (slide 10) the white box “Theater Air and Missile Defense” should list “(JP)” if Joint Protection is given the blue box for this Tier 2. See above.

Rationale: Theater air and Missile Defense is currently assigned to the Force Protection FCB portfolio and we have requested to change this to a Blue Box for Joint Protection.

Pros / Cons

Pros:

- Matches JCA OPR with FCB Portfolio

Cons:

- None

JCA OPR Position – A/R/P/D

Recommendation accepted

Follow-on

NA

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Joint Space Operations

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JSpO – FA FCB Tier 1 – Comments 8-11, 18

1 Critical / 4 Substantive Issues

STRATCOM / JS J6 / OUSD(AT&L)

Recommendation:
Change the Joint Space Operations JCA definition/ composition / eliminate notes.

Rationale:
Matches lexicon with the well recognized, well documented, and well accepted description of Joint Space Operations that is contained in JP 3-14.

Pros / Cons

Pros:

- Matches JCA to JP 3-14

Cons:

- Current JSpO JCA composition is a compromise of 21 critical comments. STRATCOM's comments run counter to multiparty agreement. Other agencies comments also undermine agreement.
- Stovepipes space operations. Impacts other domain JCAs -- precedent for binning functions done in domain vs capabilities.

JCA OPR Position – A/R/P/D

- JCA compromise was made between the USAF, USN, USMC, OSD (Space Policy) and USSTRATCOM/J8 and it stated the product would map JP 3-14 mission areas in the words, but place capabilities in the proper bin (e.g. ISR capabilities in Battlespace Awareness). In the word document, the NOTES accomplish this function.

Follow-on

- None

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JSpO – FA FCB Tier 2 – Comments 22-24, 27-30

3 Critical / 4 Substantive Issues

STRATCOM / JS J6

Recommendation:
Change the Joint Space Operations JCA definition/ composition / eliminate notes.

Rationale:
Matches lexicon with the well recognized, well documented, and well accepted description of Joint Space Operations that is contained in JP 3-14.

Pros / Cons

Pros:

- Matches JCA to JP 3-14

Cons:

- Current JSpO JCA composition is a compromise of 21 critical comments. STRATCOM's comments run counter to multiparty agreement. Other agencies comments also undermine agreement.
- Stovepipes space operations. Impacts other domain JCAs -- precedent for binning functions done in domain vs capabilities

JCA OPR Position – A/R/P/D

- JCA compromise was made between the USAF, USN, USMC, OSD (Space Policy) and USSTRATCOM/J8 and it stated the product would map JP 3-14 mission areas in the words, but place capabilities in the proper bin (e.g. ISR capabilities in Battlespace Awareness). In the word document, the NOTES accomplish this function.

Follow-on

- None

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JSpO – FA FCB Tier 2 – Comment 26

Substantive Issue

HQDA G8

Recommendation:
Joint Space Ops - Add IAMD -- reflect as a "White Box"

Rationale:
Joint Homeland Defense includes a Tier 2 JCA defined as “Air and Space Defense (ASD)” yet no IAMD function is included subordinate to Joint Space Ops.

Pros / Cons

Pros:

- Aligns with current JIC.

Cons:

- Produces changes for 7 separate JCAs.

JCA OPR Position – A/R/P/D

- White box is not required for Joint Space Ops today. The near term space capabilities that contribute to IAMD mapped in the lexicon under ITW/AA and are primary in other JCAs (Battlespace Awareness, Command and Control,etc). Adding this white box would be inconsistent with other comment resolution. Space Force Application may contribute in the future, but this capability would be the requirement for

Follow-on

- None

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JSpO – FA FCB Tier 2 – Comments 91 (NC), 270 (FP)

2 Substantive Issues

STRATCOM

Recommendation:
Change the Joint Space Operations JCA definition/ composition

Rationale:
Matches lexicon with the well recognized, well documented, and well accepted description of Joint Space Operations that is contained in JP 3-14.

Pros / Cons

Pros:

- Matches JCA to JP 3-14

Cons:

- Current JSpO JCA composition is a compromise of 21 critical comments. STRATCOM's comments run counter to multiparty agreement. Other agencies comments also undermine agreement.
- Stovepipes space operations. Impacts other domain JCAs -- precedent for binning functions done in domain vs capabilities

JCA OPR Position – A/R/P/D

- FA recommendation to NC and FP respectively: JCA compromise was made between the USAF, USN, USMC, OSD (Space Policy) and USSTRATCOM/J8 and it stated the product would map JP 3-14 mission areas in the words, but place capabilities in the proper bin (e.g. ISR capabilities in Battlespace Awareness). In the word document, the NOTES accomplish this function.

Follow-on

- None

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Joint Global Deterrence

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JGD – FA FCB Tier 1 – Comment 20

Critical Issue *(TRADOC)*

Recommendation:
--- Create a new Tier 1 JCA "Joint Force Projection"
- --- Strategic Airlift
- --- Strategic Sealift
- --- Intra-theater Airlift
- --- Intra-theater Sealift

Rationale: JFP is strategically and operationally critical for achievement of many JOpsC family of concepts key ideas

Pros / Cons

Pros:

Cons:
--- Duplicative with Joint Logistics JCA

JCA OPR Position – A/R/P/D

-- Creates a whole new Tier 1
-- Force Projection as it relates to JGD is already defined as a Tier 2 capability
-- Duplicates many of capabilities identified under Joint Logistics JCA
- --- Joint Deployment/Rapid Distribution
- --- Agile Sustainment

Follow-on

-- If deferred, best handled by Focused Logistics FCB experts rather than Force Application FCB

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JGD – FA FCB Tier 1 – Comment 21

Substantive

(AT&L/DS Systems Engineering)

Recommendation:
--- Get rid of JGD
Or
--- Eliminate the delivery of effects type tasks and focus on deterrence actions

Rationale: Clarify focus of JCAs

Pros / Cons

Pros:

Cons:
--- JGD JCA is key to identifying and showing interdependency of capabilities in the New Triad

JCA OPR Position – A/R/P/D

--- JGD is approved Tier 1
--- No recommendations on how to restructure the JCA

Follow-on

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JGD – FA FCB Tier 2 – Comment 36

Substantive *(STRATCOM J824)*

Recommendation:
--- Add reference to Global Defense lexicon entry

Rationale: Consistency

Pros / Cons

Pros:

Cons:

JCA OPR Position – A/R/P/D

Cite “JCD for Global Missile Defense Operations”

Follow-on

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JGD – FA FCB Tier 2 – Comment 37

Substantive *(STRATCOM J824)*

Recommendation:
--- Reword “Responsive Infrastructure” to emphasize “the ability to…”

Rationale: Consistency

Pros / Cons

Pros:

Cons:

JCA OPR Position – A/R/P/D

Reword to read: “The ability to conduct research and development and provide an industrial infrastructure for ….”

Follow-on

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JGD – FA FCB Tier 2 – Comment 38

Substantive *(J8 DDFP)*

Recommendation:
--- Change owning OPR in blue boxes from FA FCB to "JP"

Rationale: Consistency, eliminates redundancy

Pros / Cons

Pros:
--- Capability belongs to JP

Cons:

JCA OPR Position – A/R/P/D

--- Consistent with agreement between DDFA and DDFP

Follow-on

--- Needs to be consistent with overall reorganization of Tier 2 Global Defense

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JGD – FA FCB

Tier 2 – Comments 39,41,42

Substantive

(HQDA G8 FDE, AT&L DS/JFA)

Recommendation:
--- Replace “Air and Space Defense” with “Integrated Air and Missile Defense”
--- Replace “Global Missile Defense Ops” with “Integrated Air and Missile Defense”

Rationale: Eliminates confusion

Pros / Cons

Pros:
--- Capability belongs to JP

Cons:

JCA OPR Position – A/R/P/D

--- “Global Missile Defense Ops” retained

--- “Air and Space Defense” and “Theater Ballistic Missile Defense” deleted

Follow-on

--- Needs to be consistent with overall reorganization of Tier 2 Global Defense and any future STRATCOM/NORTHCOM agreed definition for Integrated Air and Missile Defense capability

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JGD – FA FCB Tier 2 – Comment 40

Substantive Issue *(J5 DDSP)*

Recommendation:
--- Modify definition of “Defense Support to Public Diplomacy”

Rationale: Improved grammar

Pros / Cons

Pros:

Cons:

JCA OPR Position – A/R/P/D

CRM admin typo binned issue to JGD; applicable to Joint Shaping JCA

Force Management FCB accepted issue per phoncon with Joe Coleman 2/16/06

Follow-on

UNCLASSIFIED

JGD – FA FCB Tier 2 – Comment 43

Substantive *(OPNAV N81)*

Recommendation:
--- Add "The analytic capability to measure or model the effects of various inducements and select the best options."

Rationale: Written as an employment issue rather than a capability

Pros / Cons

Pros:
--- Describes a capability rather than an action.

Cons:

JCA OPR Position – A/R/P/D

Accept recommendation

Add a second sentence to the definition to read: "…restraint. It includes the analytic capability to measure or model the effects of various inducements and select the best options. For example…"

Follow-on

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JGD – FA FCB Tier 2 – Comment 44

Substantive *(J43)*

Recommendation:
--- Add white box “Agile Sustainment” under “Global Strike”

Rationale: Logistics support is critical and unique for global strike option; different than that for Force Projection

Pros / Cons

Pros:
--- Depicts more fully architecture of New Triad capability portfolio

Cons:
--- Proliferation of white boxes

JCA OPR Position – A/R/P/D

Accept recommendation

Follow-on

UNCLASSIFIED

JGD – FA FCB Tier 2 – Comment 46

Substantive *(CENTCOM)*

Recommendation:
--- Add white boxes “Nonproliferation (JP)” and “Counterproliferation (JP)” under “Inducements”

Rationale: Deterring development and proliferation of WMD via nonproliferation and counterproliferation capabilities is key component of global deterrence capability

Pros / Cons

Pros:
--- Depicts more fully architecture of Joint Global Deterrence
--- Consistent with Strategic Deterrent JOC

Cons:
--- Proliferation of white boxes

JCA OPR Position – A/R/P/D

Accept recommendation

Follow-on

UNCLASSIFIED

JGD – FA FCB

Tier 2 – Comments 45,47,48

Substantive

(STRATCOM, MCDC)

Recommendation:

--- Add following white tier 2 boxes

--- Space Force Application

--- Develop & Maintain Shared Situational Awareness & Understanding (JC2)

--- Strategic Information and Engagement Coordination (JC2)

Rationale:

--- Joint space ops supports global deterrence

--- Key support to both global strike and global defense

--- Consistent with Strategic Deterrence JOC

Pros / Cons

Pros:

--- Consistent with Strategic Deterrence JOC

--- Depicts more fully architecture of New Triad capability portfolio

Cons:

--- Proliferation of white boxes

JCA OPR Position – A/R/P/D

Accept recommendation

Follow-on

UNCLASSIFIED

JGD – FA FCB Tier 2 – Comment 49

Administrative *(J8 FAAD)*

Recommendation:
--- Delete the words “Global Strike” from “Non-~~Kinetic, Glob~~al Strike “ last Tier 3 box under Tier 2 box “Global Strike”

Rationale: Consistency, eliminates redundancy

Pros / Cons

Pros:
--- Does not change the meaning

Cons:

JCA OPR Position – A/R/P/D

Accept recommendation

Reject related administrative comment #52

Follow-on

UNCLASSIFIED

JGD – FA FCB

Tier 2 – Comments 50,51

Administrative *(J8 DDFP)*

Recommendation:
--- Change owning OPR in white box to "JP"

Rationale: Consistency, eliminates redundancy

Pros / Cons

Pros:
--- Capability belongs to JP

Cons:
--- Overall "Global Defense" tier 2 being reorganized to reflect JP ownership

JCA OPR Position – A/R/P/D

Needs to be consistent with overall reorganization of Tier 2 Global Defense

Understand that these white boxes will be deleted

Follow-on

UNCLASSIFIED

JGD – FA FCB Tier 2 – Comment 52

Administrative *(HQDA G8-FDA)*

Recommendation:
--- Remove comma in “Non-Kinetic Global Strike”

Rationale: Clarification

Pros / Cons

Pros:

Cons:

JCA OPR Position – A/R/P/D

Accept recommendation in #49 instead

Follow-on

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JGD – FA FCB

Tier 2 – Comments 53,54,55

Administrative *(USSTRATCOM 824)*

Recommendation:
--- Capitalize “i” (#53)
--- Change “SD JOC” to “Strategic Deterrent JOC (#54, #55)

Rationale: Consistency, clarity

Pros / Cons

Pros:

- Consistency, accuracy

Cons:

JCA OPR Position – A/R/P/D

Concur

Follow-on

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Joint Maritime & Littoral Operations

UNCLASSIFIED

JMLO – FA FCB Tier 1 – Comment 6

Substantive Issue

(STRATCOM J844)

Recommendation: Consider encompassing the exploitable high altitude domain that represents the littorals between space and air.

Rationale: Growing DoD interest in the high altitude domain (65K-300K) will require that it be addressed within the JCA. As a region analogous to the littorals, it represents an opportunity to move beyond the 20th century definitions.

Pros / Cons

Pros:

- None

Cons:

- Joint Pubs and doctrine do not equate maritime/littoral domain with near space operations
- No near space systems currently have special equities associated with maritime/littoral operations

JCA OPR Position – A/R/P/D

- Recommend rejecting comment. High altitude domain is more appropriate for Joint Space Control or Joint Air Control Tier 1 JCAs.

Follow-on

- Pass comment to Joint Air/Joint Space control OPRs for consideration

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JMLO – FA Tier 2 – Comment 80 FCB

Substantive Issue

(OPNAV N812)

Recommendation: Within Maritime/Littoral Ops, delete the 2 white boxes called “Jt Theater Logistics” and “Humanitarian Service”, and move the Blue Box called “Ocean/Hydro/River Survey & Support Ops” up to the Tier 2a level.

Rationale: These two white boxes are not necessary. “Ocn/Hydro/Rvr Survey & Support” is being treated as a Tier 2a in current Navy implementation efforts.

Pros / Cons

Pros:

- Having blue boxes subordinate to white boxes could cause confusion about importance and interrelationships of missions.
- Aligns JCAs with OPNAV organization

Cons:

- Removing Logistics and humanitarian mission links from this Tier 1 may lead to oversights in consideration of these significant afloat force missions

JCA OPR Position – A/R/P/D

- Concur with elevating “Ocean/Hydro/River Survey & Support Ops” to Tier 2. Recommend keeping the two white boxes in Tier 2 structure.

Follow-on

UNCLASSIFIED

JMLO – FA FCB Tier 2 – Comment 81

Substantive Issue

(J5-C)

Recommendation: Under Tier 2 JCA Maritime Interdiction, add Tier 2 white block "Counterproliferation."

Rationale: Interdiction of WMD or WMD precursors is one of the several mission areas within the Tier 2 JCA Counterproliferation, therefore Counterproliferation should be a Tier 2 JCA under Maritime Interdiction.

Pros / Cons

Pros:

- Non-proliferation is a significant portion of MIO with potential for specific material solutions/programs.
- Adding white box is consistent with Joint Special/Irregular Operations

Cons:

- Should be consistent with Joint Land Operations

JCA OPR Position – A/R/P/D

- Importance of counterproliferation mission area to MIO warrants white box to show interelationship with Joint Protection Tier 1

Follow-on

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JMLO – FA FCB Tier 2 – Comment 82

Administrative Issue

(J8 FAAD)

Recommendation: Delete the Joint Theater Logistics tier 2 or add it to the Land and Air tier 1s.

Rationale: Consistency

Pros / Cons

Pros:

- Land and Air Control Tier 1's use "Agile Sustainment" as tier 2 white boxes
- Current MLO chart is confusing, with blue box subordinate to white box

Cons:

- Onus on JLO Tier 1 to adequately represent Logistic Operations unique to Maritime/Littoral environment
- Nation's reliance on seaborne logistics, even in peacetime, may warrant increased visibility of logistics mission in this Tier 1 JCA

JCA OPR Position – A/R/P/D

- Decision to reflect logistics should be consistent with other Tier 1 JCAs

Follow-on

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Joint Access & Access Denial Operations

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JAADO – FA FCB Tier 1 – Comment 17

Substantive Issue (*OUSD (AT&L)*)

Recommendation: Eliminate the Access Denial JCA and put the Tier Two Tasks into the other appropriate other JCAs.

Rationale: Clarify the overall Focus the JCAs

Pros / Cons

Pros:

-

Cons:

-

JCA OPR Comment – A/R/P/D

All Level One JCAs were established as per SecDef Memo 6 MAY 05. Based on this document the Tier One JCAs have been established. Tier Two JCAs were defined and appropriately binned to cover all ROMO that would involve AADO as per the definition, "**The ability to conduct military operations across any domain, opposed or unopposed, to gain or deny freedom of action within a given battle space.**"

Follow-on

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JAADO – FA FCB Tier 2 – Comment 75

Substantive Issue

(Marine Corps Combat Development Command)

Recommendation: Delete "Blockade" and replace with "Counter Operational Mobility".

Rationale: To be followed by what are currently tasks in OP 1.4 from the UJTL 1.4.1 Employ Operational System of Obstacles, 1.4.2 Conduct Sanctions and Embargoes, 1.4.3 Conduct Blockades, 1.4.4 Conduct Maritime Interception http://www.dtic.mil/doctrine/jel/cjcsd/cjcsm/m350004c.pdf

Pros / Cons

Pros:

-

Cons:

-

JCA OPR Comment – A/R/P/D

Concur

Follow-on

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JAADO – FA FCB Tier 2 – Comment 76

Substantive Issue *(USSTRATCOM)*

Recommendation: Change "...land, sea, and air..." to: ...land, sea, air, space, and cyber..."

Rationale: Today's operational LOCs extend through all operational domains, and information provides a critical piece of sustainment.

Pros / Cons

Pros:

-

Cons:

-

JCA OPR Comment – A/R/P/D

Concur

Follow-on

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JAADO – FA FCB Tier 2 – Comment 77

Substantive Issue *(N813)*

Recommendation: Change to "The ability to provide required forces to conduct…"

Rationale: States a capability vice an employment of the capability.

Pros / Cons

Pros:

-

Cons:

-

JCA OPR Comment – A/R/P/D

Definition used in determining FON Ops was as follows**, "The ability to conduct operations to demonstrate US or international rights to navigate the global commons (air, sea, space and cyberspace routes)".** This definition was one that was Modified from the JP1-02.

Follow-on

Change definition to read, **"The ability to provide required forces to conduct operations to demonstrate US or international rights to navigate the global commons (air, sea, space and cyberspace routes)".**

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JAADO – FA FCB Tier 2 – Comment 78

Administrative Issue *(J8 FAAD)*

Recommendation: Delete some of the tier 2s.

Rationale: Listing 19 tier 2s seems excessive.

Pros / Cons

Pros:

- Simplifies the taxonomy

Cons:

- All Tier 2s depicted are necessary

JCA OPR Comment – A/R/P/D

Numerous Tier 2 capabilities are covered under AADO. Each has a distinct joint capability and as such each has its proper place as a Tier 2 JCA.

Follow-on

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JAADO – FA FCB Tier 2 – Comment 79

Administrative Issue (*USJFCOM*)

Recommendation: Under Space Control, change (JSOIO) to (JSO)

Rationale: Correctness

Pros / Cons

Pros:

-

Cons:

-

JCA OPR Comment – A/R/P/D

Concur

Follow-on

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Joint Special Operations & Irregular Operations

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JSOIO – FA FCB Tier 1 – Comments 12/14

Critical Issue (SOCOM)

Recommendation: Change the Tier 1 name of Joint Irregular Operations to "Joint Irregular Warfare".

Rationale: The term "Warfare" is more appropriate in describing this Tier 1 activity. Joint Irregular Warfare, rather than Irregular Operations better serves as the overarching and encompassing term for the Tier 2 operations and activities reflected in the JCA Taxonomy

Pros / Cons

Pros:

- Warfare is the term used in ASD SO/LIC (Draft) Directive 3xxx.05

Cons:

- Changes approved Tier 1 name.

JCA OPR Comment – A/R/P/D

- Irregular Warfare meets ASD SO/LIC (Draft) Directive 3xxx.05 intent and definition
- The Commander, SOCOM, as the DoD Executive Agent for Irregular Warfare, has requested that the Special Operations/Irregular Operations be adjusted to reflect Special Operations/*Irregular Warfare*.

Follow-on

UNCLASSIFIED

JSOIO – FA FCB Tier 1 – Comments 13/14

Critical Issue (SOCOM)

Recommendation: Replace the current Tier 1 lexicon information with the following: "The ability to conduct operations that apply or counter means other than direct, traditional forms of combat involving peer-to-peer fighting between the regular armed forces of two or more countries."

Rationale: Currently, there exist no co-definition/lexicon to surmise both of the Tier 1 titles. This recommended definition attempts to collate these two Tier 1s into one capability area.

Pros / Cons

Pros:

Cons:

JCA OPR Comment – A/R/P/D

- Irregular Warfare meets ASD SO/LIC (Draft) Directive 3xxx.05 intent and definition
- The Commander, SOCOM, as the DoD Executive Agent for Irregular Warfare, has requested that the Special Operations/Irregular Operations be adjusted to reflect Special

Follow-on

UNCLASSIFIED

JSOIO – FA FCB Tier 1 – Comment 15

Critical Issue (OPNAV N8)

Recommendation: Delete "& Irregular Ops" from the Tier 1 title "Jt Special Ops and Irregular Ops", and delete "Irregular Warfare" as a Tier 2 JCA

Rationale: Irregular Ops/Irregular Warfare are overarching concepts that involve broad applications of DoD resources across multiple Tier 1 JCAs.

Pros / Cons

Pros:

Cons:

JCA OPR Comment – A/R/P/D

- Irregular Warfare meets ASD SO/LIC (Draft) Directive 3xxx.05 intent and definition
- The Commander, SOCOM, as the DoD Executive Agent for Irregular Warfare, has requested that the Special Operations/Irregular Operations be adjusted to reflect Special

Follow-on

UNCLASSIFIED

JSOIO – FA FCB Tier 1 – Comment 16

Substantive Issue (OUSD(AT&L))

Recommendation: Chart 15 lists a tier 2 – "Joint Irregular Warfare". Yet the Refined JCA lexicon does not have a description of this item. Review and fix as appropriate.

Rationale: Completeness

Pros / Cons

Pros:

Cons:

JCA OPR Comment – A/R/P/D

- Adjusted to reflect inclusion of *Irregular Warfare* vice Irregular Operations.

Follow-on

UNCLASSIFIED

JSOIO – FA FCB Tier 2 – Comment 1

Critical Issue (Army - TRADOC)

Recommendation: Delete "information operations" and "stability operations" from discussion/definition of "Joint Irregular Operations/Warfare".

Rationale: Joint Information Operations and Joint Stability Operations are stand-alone Tier 1 JCAs. As such, they are not to be listed as a subordinate capability to another Tier 1 JCA.

Pros / Cons

Pros:

Complies with JCA Management Plan

Cons:

JCA OPR Comment – A/R/P/D

-

Follow-on

UNCLASSIFIED

JSOIO – FA FCB

Tier 2 – Comment 2

Critical Issue (SOCOM)

Recommendation: Replace the current Tier 2 lexicon information the text offered.

Rationale: An outcome of the ASD/SOLIC and USSOCOM co-sponsored Irregular Warfare Workshops conducted Sep 05, the proposed Irregular Warfare definitions and associated core activities were developed.

Pros / Cons

Pros:

- Complies with current directives

Cons:

JCA OPR Comment – A/R/P/D

Follow-on

UNCLASSIFIED

JSOIO – FA FCB

Tier 2 – Comment 3

Critical Issue (SOCOM)

Recommendation: Change Tier 2s to reflect a line and block chart for Special Operations and another for Irregular Warfare.

Rationale: The recommendation to show a separate Tier 2 for Special Operations and Irregular Warfare allows for a distinction between the two Tier 2s and better clarifies by the use of Tier 3 JCAs that are more descriptive of the respective Tier 2 capability areas.

Pros / Cons

Pros:

- Clarity

Cons:

JCA OPR Comment – A/R/P/D

Follow-on

UNCLASSIFIED

JSOIO – FA Tier 2 – Comments 4/5 FCB

Critical Issue (SOCOM)

Recommendation: Change the Taxonomy for Special Operations to reflect the following Tier 3s:

- Special Reconnaissance (Blue Box)
- Direct Action (Blue Box)
- Counterterrorism (Blue Box)
- Counterproliferation (J) (White Box)
- Unconventional Warfare (Blue Box)
- Foreign Internal Defense (IW) (White Box)
- Civil-Military Operations (Blue Box)
- Psychological Operations (Blue Box)

Rationale: The above Tier 3s are best represented as Special Operations' Core Tasks. These tasks are in accordance with JP 3-05.

Pros / Cons

Pros:

- Reflects doctrine

Cons:

JCA OPR Comment – A/R/P/D

Follow-on

UNCLASSIFIED

JSOIO – FA FCB Tier 2 – Comment 6

Substantive Issue (STRATCOM)	Pros / Cons
Recommendation: Add reference to source of Joint Irregular Operations/Warfare lexicon entry. ***Rationale***: Improves substantiation and argument of lexicon entry.	***Pros:*** ***Cons:***
JCA OPR Comment – A/R/P/D	**Follow-on**

UNCLASSIFIED

JSOIO – FA FCB

Tier 2 – Comment 7

Substantive Issue (JS J6)

Recommendation: Consider deleting Supporting Capabilities and Related Capabilities.

Rationale: Definitions should be able to stand-alone.

Pros / Cons

Pros:

Cons:

JCA OPR Comment – A/R/P/D

- The capabilities included are needed to fully describe the JCA

Follow-on

UNCLASSIFIED

JSOIO – FA FCB

Tier 2 – Comment 8

Substantive Issue (OPNAV N3)

Recommendation: PSYOP should be moved back under IO as a blue box (retain in Spec Ops as a white box).

Rationale: IAW JP 3-13. Although SOCOM is tasked with the mission, PSYOP capabilities still reside with the services. PSYOP is a core capability of IO.

Pros / Cons

Pros:

Cons:

- Changes decision made at the August conference

JCA OPR Comment – A/R/P/D

- The SOCOM Commander is charged with executive agency for Unconventional Warfare (UW), Counterterrorism (CT), Civil Affairs (CA), and **Psychological Operations (PSYOP)**…."

Follow-on

UNCLASSIFIED

JSOIO – FA FCB Tier 2 – Comment 9

Substantive Issue (OUSD(AT&L)

Recommendation: Special Operations Tier Two tasks of Foreign Internal Defense, Civil-Military Operations and Psychological Operations are tasks that are covered in the Shaping, Stability and Information Operations JCAs. Reword the other JCAs to capture the intent of the Special Operations task and eliminate them from the Special Operations JCA.

Rationale: Clarify the Focus of the Special Operations JCA

Pros / Cons

Pros:

Cons:

JCA OPR Comment – A/R/P/D

- Commander, SOCOM is the Executive Agent within DoD for Unconventional Warfare (UW), Counterterrorism (CT), Civil Affairs (CA), and Psychological Operations (PSYOP)….”
- Addressing Foreign Internal Defense (FID), it may also be covered under additional (“White Boxed”) Tier 3 tasks of other Tier 2s and executed by multiple Services, in multiple domains and as a supporting effort of multiple Operations; however, as a core competency FID should remain a SO/IW “Blue Box”

Follow-on

UNCLASSIFIED

JCA Breakout Session Group 2

Joint Force Generation

Joint Force Management

UNCLASSIFIED

Joint Force Generation

UNCLASSIFIED

JFG – JT FCB Tier 1 – Comment 43

Critical Issue *(ATFC-F)*

Recommendation: Rewrite the JFG description starting with "The ability of DOD to develop capabilities required by Joint Force Commanders in order to…"

Rationale: JFG is about developing capabilities and should include all elements that comprise a capability across the DOTMLPF.

Pros / Cons

Pros: Highlights JFG's role in developing the capability.

Cons:
- Minimal value added.
- Difficult to understand intent; too wordy.

JCA OPR Position – A/R/P/D

JFG is defined as "the ability to…" not the "ability to develop capabilities…" "The ability to…" is a more direct and better action description. Additionally, JFG is already understood to be a needed capability area since it is a JCA so there is no need to repeat that in the description.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG – JT FCB Tier 2 – Comment 98

Critical Issue *(USEUCOM/ECJ1)*

Recommendation: Incorporate "sustain the force" in either the Force Management or Force Generation JCAs. Sustaining the force goes hand in hand with manning/recruiting.

Rationale: Current JCA process is not conducive in identifying indirect mission supporting priorities (e.g. quality of life programs) which help sustain the force and support manning/recruiting.

Pros / Cons

Pros: Highlights important need to address "quality of life" issues.

Cons:

- Previously address at resolution conferences but not documented.
- Including will open door to plethora of lower tier issues inherent to the particular JCA.

JCA OPR Position – A/R/P/D

IAW previous JCA resolution conferences, "sustaining the force" already falls under a lower JFM tier capability based on the JCA philosophy of JFG "building the force" and JFM "managing the force."

Defer pending additional cross-FCB (JFM) OPR discussions.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG – JT FCB Tier 2 – Comment 99

Critical Issue *(CENTCOM/CCJ3-E)*

Recommendation: Joint Training is not identified as a Joint Capability Area. Include Joint Training as a Joint Capability Area.

Rationale: There are two schools of thought with regard to Joint Training. 1) The capability to conduct Joint Training cuts across all joint capability areas and therefore should not be a separate area. 2) Since the NMS, DPG and the Joint Command Plan all make reference to establishing a Joint National Training Capability, Joint Training should be a separate JCA. Including Joint Training as a JCA maintains alignment of JCAs with Functional Capability Board areas.

Pros / Cons

Pros: Highlight Joint Training as an essential capability.

Cons:

- Including will open door to a plethora of other subordinate tier issues

JCA OPR Position – A/R/P/D

Joint Training falls under JFG/Develop Skills. It was not spelled out specifically because JCAs were designed as a common language to be used across DOD as a whole and JFG was designed to include Joint Training, in the macro sense. Specific Joint Training issues could fall under any JCA.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFM – FM (Involves JFG) Tier 2 – Comment 127

Critical Issue *(ATFC-F)*

Recommendation: Subordinate "Exercise" to "Global Force Management" within Joint Force Management instead of its current position under the "Develop Skills" portion of Joint Force Generation.

Rationale: Exercises address a specific situation or contingency, and are therefore more appropriate to Joint Force Management, the focus of which is to ready capabilities for specific contingencies. This would also allow greater coherence between Joint Force Management and the Army Force Generation Model.

Pros / Cons

Pros: None.

Cons:

- Will confuse the line between JFG and JFM.
- Opens door to combine JFG and JFM into a large cumbersome JCA.

JCA (CO-)OPR Position – A/W/P/D

JFG was designed as a "build the force" JCA providing trained forces and equipment to JFM who are the "manage the force" JCA and provide tailored forces and equipment to the other JCAs. JCAs were designed as a common language to be used across DOD as a whole and matching JCAs with specific Services would detract from the overall intent.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG– JT FCB Tier 2 – Comment 100

Substantive Issue *(JFCOM/JT FCB)*

Recommendation: Change: Mission Exercise Rehearsal to Mission Rehearsal Exercise.

***Rationale*:** Correctness. Called Mission Rehearsal Exercise in Taxonomy table and is common term in Joint Training.

Pros / Cons

Pros: Clarifies issue.

Cons: None.

JCA OPR Position – A/R/P/D

Makes sense.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG– JT FCB Tier 2 – Comment 101

Substantive Issue *(JS/J8/FAAD)*

Recommendation: Add Retain or Reenlist as a Tier 3 under the Man Tier 2.

Rationale: The 2 ways we man our force are through recruiting and retention.

Pros / Cons

Pros: Consolidates function under one JCA.

Cons:

- Will confuse the line between JFG and JFM.
- Opens door to combine JFG and JFM into a large cumbersome JCA.

JCA OPR Position – A/R/P/D

Retention is a sustainment not a manning function; therefore it should fall under JFM JCA.

Defer pending additional cross-FCB (JFM) OPR discussions.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG– JT FCB Tier 2 – Comment 102,10

Substantive Issue *(JS/J8/FAAD)*

Recommendations: Change the Tier 4 Academic to Civilian under the Tier 3 Educate and change the Tier 4 Academic to Civilian under the Tier 3 Educate.

Rationale: The 2 formal ways we educate our forces are with civilian schooling and military education. The titles Civilian and Professional Military Education make this clear.

Pros / Cons

Pros: Attempts to separate civilian and PME concepts.

Cons:

•Use of “civilian” education will confuse readers.

JCA OPR Position – A/R/P/D

“Academic” is designed to cover all aspects other than PME (e.g. Service Academies, advanced civilian degrees). “Civilian” may give the wrong impression of being focused on civilian personnel.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG– JT FCB Tier 2 – Comment 103

Substantive Issue *(JS/J8/FAAD)*

Recommendation: Add develop to the definition of acquire. (e.g. The ability to develop and obtain equipment).

Rationale: If develop does not fit here we need to find a place for it, since R&D is a large portion of the budget.

Pros / Cons

Pros: Highlights "develop" in JCA definition.

Cons: Including will reduce the generic nature of the definition.

JCA OPR Position – A/R/P/D

Develop is part of Equip/Acquire, specifically under "The ability to obtain…"

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG– JT FCB Tier 2 – Comment 106

Substantive Issue *(JS/J8/FAAD)*

Recommendation: Add the objective of IIM Exercises at the end of the definition.

Rationale: Consistency with the other 2 definitions in this area.

Pros / Cons

Pros: Consistency.

Cons: Takes away from intent of definition.

JCA OPR Position – A/C/R/P/D

The objective of these exercises is the ability to conduct them which is lacking.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG– JT FCB Tier 2 – Comment 107

Substantive Issue *(CENTCOMCCJ3-E)*

Recommendation: Entire JCA needs to be rewritten from a joint perspective and should be realigned under JFM so that it aligns with the Functional Capability Board areas.

Rationale: FM involves prioritization of requirements against available capabilities and includes aligning force apportionment, assignment, and allocation methodologies in support of the Defense Strategy and joint force availability requirements.

Pros / Cons

Pros:

- Focuses JCA at the Joint level.
- Combines two JCAs into one.

Cons:

- Takes JCA away from macro DOD level.
- Combining makes JCA too large and cumbersome to be effectively managed.

JCA OPR Position – A/R/P/D

Current lexicon and taxonomy are not designed specifically for COCOMs, Services, or current operations, but rather as a common language to be used across DOD as a whole.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

Substantive Issue *(CENTCOMCCJ3-E)*

Recommendation: The word validation also refers to a supported combatant commander's function of validating a joint task force (JTF) joint manning document (JMD) IAW CJSCI 1301.01C. Modify the definition to include this.

Rationale: Completes the definition.

Pros / Cons

Pros: Focuses JCA at the Joint level.

Cons: Takes JCA away from macro DOD level.

JCA OPR Position – A/R/P/D

Current lexicon and taxonomy are not designed specifically for COCOMs, Services, or current operations, but rather as a common language to be used across DOD as a whole.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG– JT FCB Tier 2 – Comment 109

Substantive Issue *(OPNAV/N812)*

Recommendation: Tier 2 JCA structures for JFG and JFM are too broad to be useful. More fidelity is required if they are to be used to operational, analytical, or programmatic purposes. If the desire is to retain these JCAs, their Tier 2 structures must be fleshed out to provide more clarity and greater fidelity. "Planning" roles need to be deconflicted between JFM and JT C2.

Rationale: Navy is preparing their Integrated Capabilities Plan (ICP), which is the basis for POM development, utilizing JCAs…except JFG & JFM. Because JFG & JFM lacked sufficient fidelity, Navy is assessing these areas using prior-existing N1/N4 manpower & readiness categorization schemes.

Pros / Cons

Pros: Assists Services with ICPs.

Cons:

- Takes JCA away from macro DOD level.
- Increasing fidelity may make JCA too large and cumbersome.

JCA OPR Position – A/R/P/D

JFG is a "build the force" JCA providing trained forces and equipment to JFM who are the "manage the force" JCA and provide tailored forces and equipment to the other JCAs. JCAs were designed as a common language to be used across DOD as a whole, which drives definitions and structures to be more generic vice specific and sometimes results in a "grey area" between JFG and JFM. Future Capability Identification under JFM is designed to be the

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG– JT FCB Tier 2 – Comment 110

Substantive Issue *(N-NC/IC)*

Recommendation: Modify IIM definition to read – "…The ability to conduct effective and mutually beneficial Interagency, Intergovernmental, and multinational exercises."

Rationale: Essential to add qualifier which specifies than such Interagency, Intergovernmental, and Multinational exercises are not just be a "show event," but be both effective and mutually beneficial to our Agency or Multinational partners.

Pros / Cons

Pros: Adds qualifier to definition.

Cons: Adds unenforceable terms to definition.

JCA OPR Position – A/R/P/D

R

These are vague, unenforceable terms and do not necessarily reflect all aspects of IIM exercises.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG– JT FCB Tier 2 – Comment 111

Substantive Issue *(HQ USAF/AF/XOS-F)*

Recommendation: Change "Mission Exercise Rehearsal to – The ability to test … the timing and tempo of detailed operations…."

Rationale: Correct an omission. "Tempo" is significant to combat operations, is distinct from "timing" and should be rehearsed in mission exercises at various levels of tempo, as described in JP3-0, p III-15.

Pros / Cons

Pros: Corrects omission.

Cons: None.

JCA OPR Position – A/R/P/D

Concur.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG– JT FCB Tier 2 – Comment 112

Substantive Issue *(Marine Combat Development Command)*

Recommendation: Deconflict "Develop Skills" and "Train and Educate" between JFG and JFM Tiers and the JFM JfuncC.

Rationale: Consistency with the Force Management JFC and common military practice and usage.

Pros / Cons

Pros: Deconflicts tier topics.

Cons: Aligns JCAs with JFCs.

JCA OPR Position – A/R/P/D

"Develop skills" and "train and educate" are under JFG not JFM. JCAs were designed as a common language to be used across DOD as a whole.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG– JT FCB Tier 2 – Comment 113

Substantive Issue *(HQ USAF/AF/XOS-F)*

Recommendation: Change definition of IIM Exercises to – The ability to conduct exercises between joint forces and interagency and multinational entities in order to test the joint forces' abilities to accomplish the exercise objective(s) (e.g., produce maximum combat power and apply intelligence sources and methods) interagency, intergovernmental and multinational exercises."

Rationale: The original definition was valueless and confusing. Since the definition of the term "exercise" includes use of the term "synchronize", it's important to use examples of exercise objectives that relate to the definition of the term "synchronization" as found in JP 2-0 and 1-02. Recommendation takes away from simplicity of present definition and focuses goal away from the intent—the ability to conduct IIM exercises.

Pros / Cons

Pros: Expands definition.

Cons: Adds wordiness to definition.

JCA OPR Position – R

A/R/P/D

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFM – FM (Involves JFG) Tier 2 – Comment 136

Critical Issue *(ATFC-F)*

Recommendation: Recommendation: If the desire is to retain these JCAs (JFG & JFM), their Tier 2 structures must be fleshed out to provide more clarity and greater fidelity. "Planning" roles need to be deconflicted between JFM and Jt C2.

Rational: The Tier 2 JCA structures for JFG and JFM are too broad to be useful. More fidelity is required if they are to be used to operational, analytical, or programmatic purposes. Navy is preparing their Integrated Capabilities Plan (ICP), which is the basis for POM development, utilizing JCAs…except JFG & JFM. Because JFG & JFM lacked sufficient fidelity, Navy is assessing these areas using prior-existing N1/N4 manpower & readiness categorization schemes.

Pros / Cons

Pros: None.

Cons:

- Will confuse the line between JFG and JFM.
- Opens door to combine JFG and JFM into a large cumbersome JCA.

JCA (CO-)OPR Position – A/R/P/D

JFG was designed as a "build the force" JCA providing trained forces and equipment to JFM who are the "manage the force" JCA and provide tailored forces and equipment to the other JCAs. JCAs were designed as a common language to be used across DOD as a whole and matching JCAs with specific Services would detract from the overall intent.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JFG– JT FCB Tier 2 – Comment 105

Substantive Issue *(JS/J8/FAAD)*

Recommendation: Change to read "The ability to train individuals based on doctrine, tactics, techniques and procedures to perform.."

Rationale: Consistency with definition of collective.

Pros / Cons

Pros: Clarity.

Cons: Confusing.

JCA OPR Position – A/R/P/D

R

Adds unneeded complexity to a generically designed definition.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

Joint Force Management

UNCLASSIFIED

JFM – FM FCB Tier 1 – Comment #50

Critical "Change Definition" *(ATFC-F)*

Recommendation: Change to read: The ability to integrate existing and future human and technical assets from across the Joint Force to make the right capabilities available at the right time and place.

Rationale: It is unnecessary to state why the capabilities are required, only that that they are needed. Again, the National Defense Strategy is a broad document that does not comprehensively articulate either the specific kinds or degree of capabilities required. Such requirements are addressed by the JSCP, but the JSCP does not necessarily cover unforeseen contingencies.

Pros / Cons

Pros:

- Cleaner definition

Cons:

- Current definition already approved
- Matches FM JFC

JCA OPR Position – A/R/P/D

Definition as written matches the definition in the FM Joint Functional Concept as approved by the JROC.

Follow-on

None

UNCLASSIFIED

JFM – FM FCB

Tier 2 – Comment #126/#130/#131

ritical "Definition of Planning" *(FM FCB)*

Recommendation: Modify the definitions listed on Pg 4 and Pg 13 and use the Pg 3 definition.

Rationale: One definition/Tier 2 capability would clarify planning as a capability.

Pros / Cons

Pros:

- There is one planning process common to Contingency and Crisis Action Planning. One definition and JCA is needed to describe this process.

Cons:

- JC2 conducts a unique form of planning not fully addressed in the recommended JFM lexicon.

JCA OPR Position – A/R/P/D

Standardize the definition of Planning. Use definition

Follow-on

Discuss / Approve at JCA Conference

UNCLASSIFIED

Proposed

Pg 3 – Planning: The ability to create and revise plans rapidly and systematically, as circumstances require; occurs in a networked, collaborative environment, requires the regular involvement of senior DoD leaders, and results in plans containing a range of viable options. (Adaptive Planning Roadmap v1.1)

Pg 4 – Planning & Direction: The ability to develop intelligence requirements, coordinate and position the appropriate collection assets, from the national to the tactical level, to ensure robust situational awareness and knowledge of intended domains is gained. (JCA CRC – 28 Apr 05; modified from JP 2-01)

Pg 13 – Plan Collaboratively: The ability to plan utilizing an effects-based approach that directly ties offensive actions to campaign objectives, drawing on global resources and considering global consequences. Planning must be conducted with the collective knowledge of the decisions and plans of others to produce coherent integration. Planners must be able to focus on exploiting critical capabilities and potential collateral damage. Parallel, distributed, collaborative planning capabilities and improved assessment tools are needed to compress process timelines. However, collaboration does not imply decision making by committee or consensus. The ability to assess the suitability of a plan through wargaming and mission rehearsal prior to execution is also needed. (C2 JIC)

UNCLASSIFIED

JFM – FM FCB

Tier 2 – Comment #127

ritical "Move Exercise to GFM" *(ATFC-F)*

Recommendation: Subordinate "Exercise" to "Global Force Management" within Joint Force Management instead of its current position under the "Develop Skills" portion of Joint Force Generation.

Rationale: Exercises, especially validation and mission rehearsal exercises, address a specific situation or contingency, and are therefore more appropriate to Joint Force Management, the focus of which is to ready capabilities for specific contingencies. This would also allow greater coherence between Joint Force Management and the Army Force Generation (ARFORGEN) Model.

Pros / Cons

Pros:

- Placing Exercise under GFM would highlight the 'readiness' aspect of GFM

Cons:

- Would confuse the role of JFM and JFG – JFG has lead for ensuring forces possess necessary skills to support the Joint Force Commander

JCA OPR Position – A/R/P/D

GFM involves visibility and sourcing as needed by the warfighters, it does not involve training. Visibility into the training status is integral to GFM, but not how these units are trained. Part of the Tier 1 JFG definition is "…Developing… unit skills to perform military tasks and functions are accomplished through…exercise programs." Exercise as a Tier II capability appears to support the Tier I definition of

Follow-on

Adjudicate comments

UNCLASSIFIED

JFM – FM FCB

Tier 2 – Comment #128

ritical "Use different phrase" *(ATFC-F)*

Recommendation: Substitute phrase "U.S. military capabilities" for U.S. conventional military forces.

Rationale: U.S. military capabilities extend beyond conventional operating forces. They also include special operating forces, defense agencies, and the institutional capabilities of DoD components, aka the Generating Force.

Pros / Cons

Pros:

- Is a reasonable change to definition.
- Uses the term capabilities instead of forces – something the department is trying to get organizations to do.

Cons:

- GFM definition has been approved. Making a change to the JCA would conflict with definition approved in GFM Document.

JCA OPR Position – A/R/P/D

The definition of GFM has been approved by SecDef as written in the GFM Document, dated 4 May 05. The correct term is U. S. military capability. Additionally the phrase "insights into" should be used instead of "visibility of" within the same sentence.

Follow-on

Adjudicate comment

UNCLASSIFIED

Current

Global Force Management – The ability to align force apportionment, assignment, and allocation methodologies in support of the National Defense Strategy and joint force availability requirements; present comprehensive visibility of the global availability and operational readiness of U.S. conventional military forces; globally source joint force requirements; and … (From Annex A (Glossary) "Global Force Management Guidance FY 2005")

Recommended

Global Force Management – The ability to align force apportionment, assignment, and allocation methodologies in support of the National Defense Strategy and joint force availability requirements; present comprehensive insights into the global availability and operational readiness of U.S. military forces; globally source joint force requirements; and … (From Annex A (Glossary) "Global Force Management Guidance FY 2005")

UNCLASSIFIED

JFM – FM FCB

Tier 2 – Comment #129

bstantial "Planning lexicon" *(PACOM J543)*

Recommendation: Replace the Tier 2 "Planning" JCA with an "Adaptive Planning" under the Joint Force Management JCA.
Rationale: Currency. Synchronizes lexicon with recently approved SecDef guidance (see SecDef approved AP roadmap 13 Dec 05). If we could go back, "planning" would be a Tier 1 JCA and JFM would be Tier 2 because planning transcends all aspects of capability and force management.

Pros / Cons

Pros:

- Adaptive Planning has strong support from SecDef and renaming JCA could clarify scope of this JCA

Cons:

- Inevitable push-back from parts of planning community
- Ties JCA to current planning construct and doesn't allow flexibility to adapt to future changes in planning construct.

JCA OPR Position – A/R/P/D

This same issue was addressed in the previous JCA conference and, to accommodate the broadest community and gain the greatest acceptance, "Planning" was agreed to as the Tier 2 term. The definition of the Tier 2 capability "Planning" was taken from the SecDef approved AP Roadmap, so there is recognition that AP is the current capability being pursued/ provided to

Follow-on

Adjudicate comments.

UNCLASSIFIED

JFM – FM FCB

Tier 2 – Comment #132/#134

ubstantial "Planning as JCA" *(J8 FAAD)*

Recommendation: Delete the Planning Tier 2 box; or title it in force management specific terms.

Rationale: Planning does not belong to Joint Force Management more than it belongs to any other Tier 1 capability.

Pros / Cons

Pros:

- None

Cons:

- AP Roadmap defines planning as a capability.

JCA OPR Position – A/R/P/D

Planning, as defined in the SecDef approved AP Roadmap, is a capability. It is inherently related to GFM and is integral to identifying the capabilities needed to meet the needs of the CoComs as outlined in OPLANs, Theater Security Cooperation (TSC) agreements, exercises, etc. This meets the needs of the JFM Tier 1 capability; therefore, Planning should remain as a Tier 2 capability under JFM.

Follow-on

Adjudicate comments.

UNCLASSIFIED

JFM – FM FCB

Tier 2 – Comment #133/#137/#139

Substantial "Delete FCI" *(J8 FAAD)*

Recommendation: Delete "Future Capability Identification" from this JCA.

Rationale: Unless we plan for the FM FCB to take charge of all concept development; all CBAs etc. this task remains a subset of each JCA, e.g., the organization responsible for Homeland Defense will identify capabilities required to improve the joint forces ability to protect the homeland.

Pros / Cons

Pros:

- The purpose of the JCIDS process, and by extension, the FCBs, is to identifying, assessing, and prioritizing joint military capability needs.

Cons:

- May lose 'forcing function' to push process to look at future capability needs

JCA OPR Position – A/R/P/D

Agree with rationale provided. Each JCA has the responsibility to identify capabilities within their purview to meet future requirements.

NOTE: AF NONCONCURS with this position

Follow-on

Adjudicate Comments.

UNCLASSIFIED

JFM – FM FCB

Tier 2 – Comment #135

bstantial **"JFM, include all of JFC"** *(CENTCOM)*

Recommendation: 1) Global Posture should be rolled in with Global Force Management. 2) Delete the Planning section and replace with development of Joint Forces for 10 to 20 years in the future.

Rationale: Force Management capability area should align with the Force Management Functional Capability Board responsibilities.

Pros / Cons

Pros:

- Clearly associates Global Posture with GFM

Cons:

- The capabilities described by Global Posture could be 'lost' under GFM

JCA OPR Position – A/R/P/D

Although GP and GFM are related, the capabilities described by each are distinctly different. GFM specifically addresses the assignment, allocation and apportionment of forces while Global Posture involves positioning forces around the globe in support of TSC requirements / agreements, OPLANs, etc. Planning discussed in #134.

Follow-on

Adjudicate comments.

UNCLASSIFIED

JFM – FM FCB

Tier 2 – Comment #136

ıbstantial **“JCA structure too broad”** *(OPNAV)*

Recommendation: If the desire is to retain these JCAs (JFG & JFM), their Tier 2 structures must be fleshed out to provide more clarity and greater fidelity. “Planning” roles need to be deconflicted btwn JFM and Jt C2.

Rationale: Navy is preparing their Integrated Capabilities Plan (ICP), which is the basis for POM development, utilizing JCAs…except JFG & JFM. Because JFG & JFM lacked sufficient fidelity, Navy is assessing these areas using prior-existing N1/N4 manpower & readiness categorization schemes.

Pros / Cons

Pros:

- Adding additional detail to JCAs would clearly outlined what capabilities fall under the Tier 2 structure

Cons:

- Definitions of the Tier 2 capabilities already provide clarity on what is included in the capabilities.

JCA OPR Position – A/R/P/D

Concur that Planning roles need to be deconflicted with C2. Definitions provided for Tier 2 capabilities under FM provide additional fidelity on what is involved in these capabilities. If development or articulation of another Tier of capabilities is determined to be useful, the definitions of the Tier 2 capabilities will be the starting point for these.

Follow-on

Adjudicate comments.

UNCLASSIFIED

JFM – FM FCB

Tier 2 – Comment #138

bstantial "Overlap of Tier 2" *(OUSD(AT&L))*

Recommendation: Focus this Tier Two task to specifically address the Force Management activities of Global Posture

Rationale: This would allow JCAs to become more mutually exclusive

Pros / Cons

Pros:

- Would provide greater clarity between Presence and Global Posture as capabilities

Cons:

- Current definitions provide clarity in differences between Presence and Global Posture

JCA OPR Position – A/R/P/D

The capability described in the Global Posture definition is intended to address on FM activities. The Presence capability described in Joint Shaping is probably the most closely related capability, but Global Posture describes a more permanent event where Presence is more temporary.

Follow-on

Adjudicate comments

UNCLASSIFIED

JFM – FM FCB

Tier 2 – Comment #140

Substantial "wording" *(HQUSAF)*

Recommendation: "Global Force Management – The ability to align, assign and allocate forces in support of the National Defense Strategy…."

Rationale: Clarity. The original sentence is awkward.

Pros / Cons

Pros:

- Rewording definition would improve clarity

Cons:

- Definition for GFM has been approved in GFM Document. Changing definition here could cause confusion.

JCA OPR Position – A/**R**/P/D

This is the approved GFM definition as described in the GFM Document, May 2005, approved by SecDef.

Follow-on

Adjudicate comments.

UNCLASSIFIED

JCA Breakout Session Group 3

Joint Protection

Joint Homeland Defense

Defense Support of Civil Authorities

UNCLASSIFIED

Joint Protection

UNCLASSIFIED

JP – JP FCB

Tier 1 – Comment #22

Critical Issue *(FA FCB)*

Recommendation:

Modify definition of "Joint Protection" - Change "lethal and non-lethal" to "kinetic and non-kinetic" The Joint Force will achieve this through the tailored selection and application of multi-layered, active and passive, lethal and non-lethal, offensive and defensive measures, within all domains, across the range of military operations....

Rationale:

Lethal and non-lethal are effects and kinetic and non-kinetic are means. This paragraph is addressing means.

Pros / Cons

Pros:

- Protection JFC review scheduled to begin Jun 06.

Cons:

- Is not consistent with the approved Protec JFC.

JCA OPR Position – A/R/P/D

Present to the Protection JFC for consideration during the upcoming re-write of the Protect Joint Functional Concept.

Keep currently approved definition pending results of the JFC re-write. Submitter Concurs.

Follow-on

N/A

UNCLASSIFIED

JP – JP FCB

Tier 1 – Comment(s) #23-25

Tier 2 - #230, 240

Substantive Issue *(JSJ5, CENTCOM J5)*

Recommendations:

1. Move Combating WMD from under JP to a Tier 1
2. Add CWMD mission areas for new Tier 1
3. Change “Protect Against WMD Threat” to “Combating WMD” as a Tier 1

Rationale: Combating WMD is a top priority for the President and SecDef. Additionally, the lack of a combating WMD focal point for policy and capability development has emerged as a significant issue within QDR.

Pros / Cons

Pros:

- Makes CWMD more visible graphically

Cons:

- 21 Tier 1 JCAs approved by two GO/FO reviews and by Sec Def
- Tier 2 does not subjugate area – See definition of Tier 2

JCA OPR Position – A/R/P/D

Concur with adding Mission Areas IAW 13 Feb 06 NMS-CWMD.

FCB GO/FOs & Sec Def approved Tier 1s

No compelling reason to separate CWMD.

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 1 – Comment # 35

Substantive Issue *(OPNAV N708)*

Recommendation: The Defense Support to Civil Authorities Tier 1 JCA should be assigned to the FA FCB.

Rationale: This JCA's Tier 2 JCAs are in the portfolio of the Force Application FCB. Although we don't like to think of civil support being an application of military force, the capabilities to be developed in this arena are the same as warfighting capabilities, where FA provides oversight.

Pros / Cons

Pros:

Cons:

- Tier 1 & 2s are mapped to FCB portfolios
- All FCBs agree on areas of responsibility

JCA OPR Position – A/R/P/D

FCB GO/FOs reviewed JCA mapping to FCB Portfolios and approved current alignment. OPNAV submitter concurs.

Follow-on

UNCLASSIFIED

JGD/JP – FA/FP FCB

Tier 2 – Comment #26, 39, 41, 42, 67, 71, 73, 234

Substantive Issue *(FA FCB/FP FCB)*

Recommendation:

Replace TAMD with IAMD

Deconflict use of IAMD, GMD, IMD across other JCAs

Pros / Cons

Pros:

- IAMD is more complete
- IAMD JIC has been vetted and approved

Cons:

JCA OPR Position – A/R/P/D

Concur - IAMD is more inclusive. IAMD CBA and AMD Working Group working through how IAMD will fit across the spectrum of JCAs. Still coordinating with STRATCOM to finalize recommendation for GMD.

Follow-on

UNCLASSIFIED

Integrated Air and Missile Defense - The ability to provide integrated air and missile defense and overlapping operations to defend the Homeland and US national interests, protect the Joint force, and enable freedom of action by negating an adversary's ability to achieve adverse effects from their air and missile capabilities. The threat set for this **capability** area includes adversary: Space-based and ballistic missile reentry vehicles; Ballistic missiles (ICBMs, SLBMs, IRBMs, MRBMs, SRBMs); cruise missiles (air, land, sea, and sub-surface launched); aircraft (fixed-wing, rotary-wing, unmanned aerial vehicles, balloons, airships, etc); indirect fire rockets, artillery, and mortars (RAM); C2 nodes, battle management processes, and organizations used to employ adversary air and missile threats; launch sites, airfields, delivery platforms, and targeting sensors; munitions, supplies, and infrastructure supporting adversary air and missile threat potential. (Modified from the IAMD JIC – 10 Dec 04)

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Joint Land Operation (FA FCB) - Change TAMD to IAMD -- reflect as a "White Box"

Joint Access/Access Denial (FA FCB) - Change TAMD to IAMD -- reflect as a "White Box"

Joint Maritime/Littoral Ops (FA FCB) - Change TAMD to IAMD -- reflect as a "White Box"

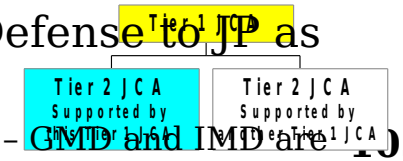
Joint Space Ops (FA FCB) - Add IAMD -- reflect as a "White Box"

Joint Air Ops (FA FCB) - Change TAMD to IAMD -- reflect as a "White Box"

Joint Global Deterrence (FA FCB) - Under "Global Defense" change TAMD to IAMD -- reflect as a "White Box"

Joint Protection - Change TAMD to IAMD -- reflect as a "BLUE Box" - delete subordinate boxes DCA & TBM Def

FCB GO/FOs agreed to move Global Defense – Global Missile Defense to JP as Blue boxes
"Global Missile Defense/Integrated Missile Defense? (STRATCOM – GMD and IMD are interchangeable)



UNCLASSIFIED

JGD – FA/FP FCB Tier 2 – Comment #38

Substantive Issue *(FA FCB/FP FCB)*

Recommendation:
Move Tier 2 “Global Defense” and Sub Tier 2 “Global Missile Defense Operations” to Joint Protection.

Rationale:

Aligns JCAs to FCB portfolios

Pros / Cons

Pros:

- Aligned to FCB portfolios

Cons:

- Global Missile Defense/IMD/IAMD still under review – IAMD CBA/AMD Working group.

JCA OPR Position – A/R/P/D

FCB GO/FOs have reviewed and approved realignment.

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment #229, #236- 238

Substantive Issue *(JSJ5)*

Recommendation: Add 8 mission areas from the National Military Strategy for Combating WMD as Tier 2 JCAs (lexicon and taxonomy).

Rationale: The NMS-CWMD serves as the Chairman's guidance on how to address combating WMD issues. The 8 mission areas under a Combating WMD JCA will help to identify those issues that are WMD-specific, important to the department, and do not have the expertise for WMD issues under other JCAs.

Pros / Cons

Pros:

- Thoroughly vetted
- Reflects key supporting relationships

Cons:

JCA OPR Position – A/R/P/D

Accept this change – The Combating WMD mission areas add relevance and necessary level of detail. New strategy document approved by SEC DEF – signed by CJCS on 13 Feb 06.

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment #231

Substantive Issue *(JSJ6)*

Recommendation:
Consider removing Consequence Management from the Tier 2 definition for Protect Against WMD Threat

Rationale:
Consequence Management operations commence after protect and defend efforts have failed and the WMD incident occurs.

Pros / Cons

Pros:

-

Cons:

- Not consistent with the National Military Strategy to Combat WMD

JCA OPR Position – A/**R**/P/D

CM is mitigation of the effects of a WMD attack or event.
Protection definition includes mitigating adverse effects.

Follow-on

Comment resolution conference

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment #232, 249

Substantive Issue *(JSJ6)*

Recommendation:
Protect Against Exploitation - *Change to read, "…effects to designated personnel and physical assets from…" Run on sentence, making it unclear. The sentence may be correct if it's worded as such, "The ability to prevent/mitigate adverse effects to designated personnel and physical assets from enemy actions and to take full advantage of any information that has come to hand for tactical, operational, or strategic purposes."*

Rationale: Clarity

Pros / Cons

Pros:

- Add clarity

Cons:

JCA OPR Position – A/R/P/D

Accept definition for clarity.

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment # 233

Substantive Issue *(JSJ5/JSJ6)*

Recommendation: Delete counter-proliferation, nonproliferation, & CM. Insert Active Defense & Passive Defense as Tier 2

Rationale: The National Military Strategy for Combating WMD organizes combating WMD into 8 military mission areas. The mission areas under the NMS-CWMD that apply to Joint Force Protection include Active Defense and Passive Defense. Additional items under Active and Passive defense have been identified in publications such as JP 3-40 and other joint doctrine.

Pros / Cons

Pros:

Cons:

- Three pillars are broader categories that facilitate depiction of the mission areas -which have been added to the Taxonomy

JCA OPR Position – A/R/P/D

Adding the mission areas supports keeping the CWMD Pillars (Ref: 13 Feb 06 National Military Strategy for Combating WMD – approved by SEC DEF). Submitter concurs.

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment #235

Substantive Issue *(J8 FAAD)*

Recommendation: Delete the Train, Educate, and Exercise under the Terrorist Threat Tier 2.

Rationale: All capabilities require training, education and exercises, no need to list them for this tier 2.

Pros / Cons

Pros:

- Simplifies construct

Cons:

- Deletes key support relationships

JCA OPR Position – A/R/P/D

- Concur

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment #239

Substantive Issue *(USMC MCCDC)*

***Recommendation*:**
Pollution and hazardous materials control are not addressed.
Include as an “environmental health” issue in a definition – either Health Protection or Protect against the WMD Threat.

Rationale:
Important safety concern for troops. Troops working IVO burning oil fields as well as

Pros / Cons

Pros:

- Distinguishes between protection issues related to Chem/Bio.
- Covers threats associated with contamin toxins

Cons:

-

JCA OPR Position – A/R/P/D

Focused Logistics FCB agrees that this issue is covered by the Force Health Protection JCA – Joint Logistics.

Submitter concurs.

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment #242

Substantive Issue *(OPNAV N810)*

***Recommendation*:**
Move the Tier 2 “Nonproliferation” from Joint Protection to Joint Shaping

Move the Tier 2 “Nonproliferation” from Joint Protection to Joint Shaping as a blue box (may remain in Protection as white if desired)

Rationale: Better joint alignment

Pros / Cons

Pros:

Cons:

- Not consistent with newer strategy document

JCA OPR Position – A/**R**/P/D

Last GO/FO we made the change from JS to JP. We feel this is more appropriate as a blue box under Protect Against the WMD Threat.

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment #243, 251

Substantive Issue *(OUSD AT&L/JSJ6)*

Recommendation:
Delete Protect Against Exploitation is covered in the Net-Centric JCA under Information Assurance. Reword the Net-Centric task to include the Protection aspects and eliminate it in the Protection JCA.
Delete Technology Protection. The definition is very similar to the Information Assurance definition.
Rationale: Clarify the Focus of the Protection JCA

Pros / Cons

Pros:

- Clarity
- Eliminates Redundancies

Cons:

- Not consistent with the Protection JFC

JCA OPR Position – A/R/P/D

Agree that Tech Protection is sufficiently addressed in IA (JNCO) so we should remove the blue box. However, Protection Joint Functional Concept address exploitation so we should keep the “Protection from Exploitation” JCA.

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment #244

Substantive Issue *(OUSD AT&L)*

Recommendation:
Protection Tier 2 task - Personnel Recovery - changes the focus of this JCA from systems need to protect personnel and facilities to Air and Land operations tasks of search and rescue.
This should be a Tier 3 type task in Land or Air Operations.

Rationale:
Clarify the Focus of the Protection JCA

Pros / Cons

Pros:

- Clarify the Focus of the Protection JCA

Cons:

- Not consistent with the Protection JFC

JCA OPR Position – A/**R**/P/D

Personnel recovery is a key element in Protection.

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment #245

Substantive Issue *(JFCOM J82A)*

Recommendation:
Joint Improvised Explosive Device (IED) Defeat should be added as a Tier 2 Joint Capability Area. Insert Joint IED Defeat as a blue box under the Tier 1 JCA of Joint Protection. Insert definition of Joint IED Defeat in Lexicon.

Rationale:
IEDs are the number one killer of American and Coalition forces

Pros / Cons

Pros:

- IED Defeat visibility
- Consistent with Protection portfolio

Cons:

JCA OPR Position – A/R/P/D

Agree that IED Defeat should be a capability area within the JP construct. DDFP, J8, & J7 position is that it should reside as a Tier 2 under "Protect Against Conventional Weapons Threat." Definition to be added to Lexicon.

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment #246

Substantive Issue *(AF XOR-FP)*

Recommendation:
Add a new blue box titled PERSONNEL PROTECTION directly under the current CONVENTIONAL WEAPONS THREAT box, to include a new lexicon/definition.

Rationale:
Accurately depict personnel protection capabilities within the JCA

Pros / Cons

Pros:

- Added level of detail/visibility

Cons:

- Already covered within the definition of "Protect Against the Conventional Weapo Threat
- Definition not vetted with the Protection

JCA OPR Position – A/R/P/D

The definition of Joint Protection and the supporting Tier 2s all emphasize protection "…..personnel and equipment…

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment #247

Substantive Issue *(AF XOR-FP)*

Recommendation:
Add a new white box titled OFFENSIVE COUNTERAIR OPERATIONS (JAO) under THEATER AIR & MISSILE DEFENSE.

Rationale:
This is a key component and part of the IAMD JIC and JCB.

Pros / Cons

Pros:

- Added level of detail/visibility

Cons:

- OCA is a Force Application (JAO) area

JCA OPR Position – A/R/P/D

Air and Missile Defense working group concur that Force Application has principal ownership of OCA. Force Application concurs.

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment #248

Substantive Issue *(AF XOS-F)*

Recommendation:
Correct definition - "Protect Against WMD Threat – The ability to integrate **and synchronize** the dynamic activities of the Department…."

Rationale:
Correct an omission. See SECDEF memo, 6 Jan 05, subject: Designation of Responsibilities for Combating WMD to CDRUSSTRATCOM.

Pros / Cons

Pros:

- Corrections the definition

Cons:

JCA OPR Position – A/R/P/D

Concur.
AF (submitter) agrees to downgrade this to an Admin Comment.

Follow-on

UNCLASSIFIED

JP – JP FCB

Tier 2 – Comment #250

Substantive Issue *(JSJ6)*

Recommendation:
Correct the definition ***Protect Against Exploitation***. *R*un on sentence - unclear. Re-word to -- The ability to prevent/ mitigate adverse effects to designated personnel and physical assets from enemy actions **and** to take full advantage of any information that has come to hand for tactical, operational, or strategic purposes."

Rationale: Clarity.

Pros / Cons

Pros:

- Corrections the definition

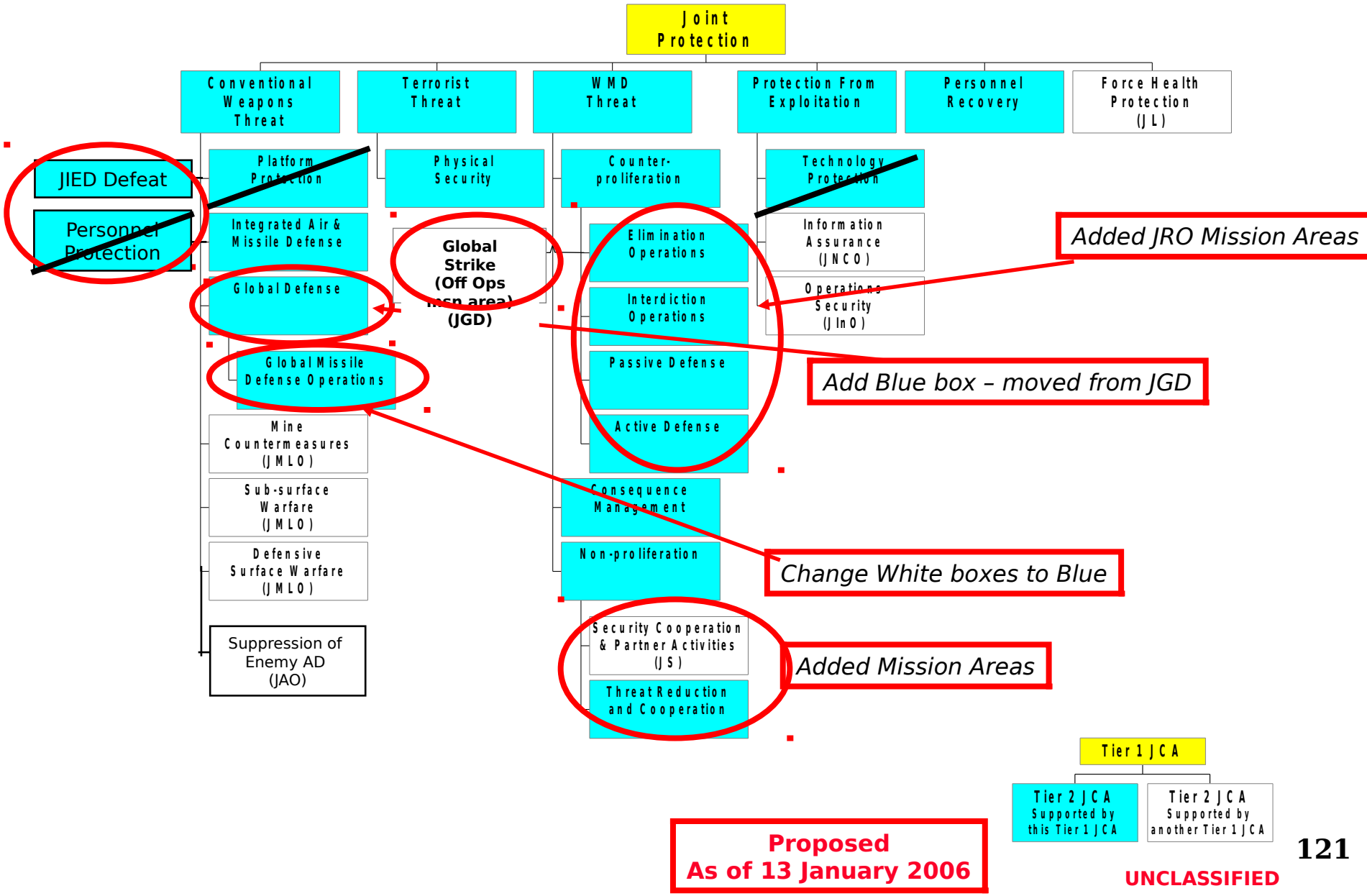
Cons:

JCA OPR Position – A/R/P/D

Concur. Recommend making this an Admin Comment. Submitter concurs.

Follow-on

UNCLASSIFIED



UNCLASSIFIED

Joint Homeland Defense

UNCLASSIFIED

JHD – JP FCB

Tier 1 – Comment(s) 27-32

ubstantive Issue *(OSD AT&L / N-NC J8 / J5)*

Recommendations:

- The Homeland Defense JCA is written with 4 very broad Tier Two tasks.
- Determine definition/update reference.
- References for this JCA are not current should be using the draft DoD Homeland Defense and Civil Support Joint Operational Concept.
- Replace “HLS JOC” with “Draft HD and CS JOC
- Why is there a HD Tier 1 JCA?

Pros / Cons

Pros:

- Captures pending revisions

Cons:

- Draft DoD HLD and CS JOC not sufficiently mature
- 500 + comments on JOC indicate different positions on the issue – needs further staffing

JCA OPR Position – A/R/P/D

Coordinated with NORTHCOM/ARMY/ JSJ5 – all agree that changes should be held pending more definitive progress in the current Draft DoD HLD and CS JOC.

Concur with changing reference to delete word “Draft” to show HD / CS Strategy.

Follow-on

Review results of the JOC once complete
Request that NORTCOM staff the JOC with FP FCB

UNCLASSIFIED

DSCA & JHD – JP FCB

Tier 2 – Comment # 256-276

Substantive Issue *(Multiple)*

Recommendation:
Add more detail to the Homeland Defense and Defense Support to Civil Authorities Tier 2 JCAs.
Add and modify definitions and add/change references to more current drafts.

Pros / Cons

Pros:

- Gets ahead on pending revisions

Cons:

- Draft reference not sufficiently mature

JCA OPR Position – A/R/P/D

Coordinated with NORTHCOM/ARMY/ JSJ5 – all agree that changes should be held pending more definitive progress in the current DoD HLD and CS JOC. The CS portion will cover areas under the Defense Support of Civil Authorities

Follow-on

Review results of the HLD and CS JOC once complete.
Request that NORTCOM staff the JOC with FP FCB.
Provide NORTHCOM with all HLD and DSCA comments that were submitted as part of this data call.

UNCLASSIFIED

Defense Support of Civil Authorities

UNCLASSIFIED

DSCA – JP FCB

Tier 1 – Comment #33

Critical Issue *(Army)*

Recommendation: Definition of the term Defense Support of Civil Authorities (DSCA) is not definitive and allows the use of Civil Support in its place.

Pros / Cons

Pros:

- Identifies need to clarify the use of terms

Cons:

- Current lexicon is consistent with Strategy for Homeland Defense and Civil Support.

JCA OPR Position – A/R/P/D

Reference for current definition is the Strategy for Homeland Defense and Civil Support (Jun 05). Coordinated with NORTHCOM/ARMY/JSJ5 – all agree that changes should be held pending more definitive progress in the current DoD HLD and CS JOC.

Follow-on

Review results of the HD and CS JOC once complete

UNCLASSIFIED

DSCA – JP FCB

Tier 1 – Comment #34

Substantive Issue *(Navy)*

Recommendation:
Change “Defense Support of Civil Authorities.” to “Defense Support of **US** Civil Authorities.” Recommend similar change to associated Tier 2 JCAs.

Pros / Cons

Pros:

- Adds specificity

Cons:

- Current lexicon is consistent with Strategy for Homeland Defense and Civil Support.

JCA OPR Position – A/R/P/D

Reference for current definition is the Strategy for Homeland Defense and Civil Support (Jun 05). Definition clearly states “for domestic emergencies.“
Use current definition pending outcome of HD and CS JOC.
OPNAV submitter concurs.

Follow-on

Work with NORTHCOM and the Homeland Defense community of interest as the HD/CS JOC is refined.

UNCLASSIFIED

JCA Breakout Session Group 4

Joint Logistics

Joint Command & Control

Joint Net-Centric Operations

Joint Battle Space Awareness

UNCLASSIFIED

Joint Logistics

UNCLASSIFIED

JL – FL FCB Tier 1 – Comment 41

Substantive Issue OUSD (AT&L)

Recommendation: Eliminate last two Tasks of the Logistics JCA (Fusion & Multinational) overlap the Logistics JCA with Battle Space Awareness, Net-Centric, Shaping and Interagency Coordination. Cover them in the appropriate JCAs.

Rationale: Clarify the Focus of the Logistics JCA

Pros / Cons

Pros:

- N/A

Cons:

- Future operations will be conducted with coalition forces – Multinational logistics enables burden sharing among nations
- Logistics Information Fusion is an enabling function drives Net Centric architecture

JCA OPR Position – A/R/P/D

Battle Space Awareness - too Intelligence-centric
Net Centric – IT Architecture Governance driven by enabling functions
Shaping - could supplant Multinational Logistics if properly scoped and defined
Interagency Coordination - recommend IGO support Multinational Logistics

Follow-on

N/A

UNCLASSIFIED

JL – FL FCB Tier 1 – Comment 42

Substantive Issue N/NC J42

Recommendation: Vet this Data Call thru the JCS J4 Engineer for review approval by Joint Operational Engineering Board (JOEB).

Rationale: JOEB represents single senior voice for Joint Engineering issues, allows JOEB to be informed of Joint Taxonomy/Lexicon effort.

Pros / Cons

Pros:

- N/A

Cons:

- N/A

JCA OPR Position – A/R/P/D

All updates and changes to JCAs that effect Operational Engineering are routed through J-4 ED (and ultimately the JOEB)

Follow-on

FL FCB will continue to vet Operational Engineering issues through J-4 ED and the JOEB

UNCLASSIFIED

Substantive Issue MCDC

Recommendation: Delete: "Joint Theater Logistics" and replace with "Joint Theater Logistics Management."

***Rationale*:** The change will maintain consistency with the Focused Logistics JFC and will avoid any confusion with the Tier 1 JCA.

Pros / Cons

Pros:

- N/A

Cons:

- N/A

JCA OPR Position – A/**R**/P/D

Joint Theater Logistics (JTL) is the capability. JTL Management is the means to accomplish JTL.

Follow-on

N/A

UNCLASSIFIED

JL – FL FCB

Tier 2 – Comment 278

Substantive Issue USMC JCDE

Recommendation: Within the "Force Health Protection" Tier II definition, add "dental services" to line 873 after "patient movement."

***Rationale*:** Clarification. JP 4-02, Doctrine for Health Service Support in Joint Operations, includes dental services under HSS.

Pros / Cons

Pros:

- N/A

Cons:

- N/A

JCA OPR Position – A/R/P/D

Agree with recommendation and will consider for the upcoming revision of the FL JFC and Tier II definitions.

Follow-on

Adjudication Level

UNCLASSIFIED

Substantive Issue N/NC J43

Recommendation: Change sentence to read "It provides the means for collaborative logistics planning and synchronization of critical logistic capabilities to operational requirements ensuring"

***Rationale*:** Logistics planning and execution (synchronization) of operational requirements and logistics capabilities are accomplished in a collaborative environment involving Joint Staff, COCOM and component level planners and information systems (JOPES, LCOP, service component systems, etc.). Thus further defining the term "Logistics Information Fusion".

Pros / Cons

Pros:

- Broaden scope of definition

Cons:

- N/A

JCA OPR Position – A/R/P/D

Agree with recommendation and will consider for the upcoming revision of the FL JFC and Tier II definition.

Follow-on

Adjudication Level

UNCLASSIFIED

JL – FL FCB

Tier 2 – Comment 280

Substantive Issue USJFCOM J9/JDPO

***Recommendation*:** Put Force Projection (JGD) as a supporting JCA to Joint Logistics.

***Rationale*:** The Joint Logistics definition is: "The ability to provide effective, responsive, and efficient movement and sustainment capacity; exercise control from end to end; and provide certainty to the supported Joint force commander that forces, equipment, sustainment, and support will arrive where needed and on time in all domains. (Derived from the Focused Logistics Joint Functional Concept, December 2003)." By it's very nature, Force Projection is a collaborative capability with respect to Joint Logistics.

Pros / Cons

Pros:

- N/A

Cons:

- N/A

JCA OPR Position – A/R/P/D

Tier II definition of Force Projection is: to deploy US military power globally…
Tier II definition of Joint Deployment / Rapid Distribution (JDRD) is: the ability to deliver mission ready tailored forces…
JDRD is the capability that allows Force Projection

Follow-on

N/A

UNCLASSIFIED

Joint Command & Control

UNCLASSIFIED

JC2 - C2 Tier 2 – JC2 Comments

FCB 126 (Secondary 109, 129, 130, 131, 132, 134

Critical Issue - Definitions

(JFM FM DirectorateJ8)

Recommendation: Standardize the definition of planning. Planning should remain under JFM Tier 1, (white box to C2, BA, etc.)

Rationale: Term planning is used in three places within the JCA Lexicon and the definitions listed after the terms are all different.

Pros / Cons

Pros:

- Would consolidate planning under JFM Tier 1.

Cons:

- JC2 conducts a unique form of planning not fully addressed in the recommended JFM lexicon.

JCA Recommendation – A/R/P/D

D: C2 FCB position is that planning is inherent C2 capability, as it is with force management. As Such, C2 FCB recommends maintaining planning as C2 JCA Tier 2 and modify to term to illustrate difference. (e.g. Operational Planning.) Recommend Further differentiating planning among other JCAs within the taxonomy and lexicon.

Follow-on

Potential GO/FO Adjudication

UNCLASSIFIED

Associated Planning Substantive Comments (JFM)

- **109 – Planning roles should be deconflicted between JFM and JC2, JFM and JFG Tier 2 JCA structures are too broad to be useful**
- **129 – Replace Tier 2 Planning with Adaptive Planning in JFM**
- **130 – JFM and JC2 Tier 2s list different planning JCAs, resolve by redefining to eliminate the overlap or deleting one**
- **131 – Put Plan Collaboratively (JC2) as a supporting capability area for Planning (JFM)**
- **132 / 134 - Delete JFM Planning Tier 2**

UNCLASSIFIED

Critical Issue – Add Tier 3

(Army Transformation Future Center - Forward)

Recommendation: Add "Develop (Theater) Strategy" as a sub Tier 2 element under Exercise Command Leadership

Rationale: Recent experience in Iraq and Afghanistan (CFC-A) reflected strategic planning at the JTF level (focus of the JIC/JCA). JP 1.02's definition of strategy includes developing and employing *instruments of national power* to achieve theater objectives.

Pros / Cons

Pros:

- Experience during OEF / OIF revealed strategic planning is a requirement at the JTF level.

Cons:

- Pieces of the Strategic Planning Capability are covered in different areas of the C2 JCA and JIC. JCA/JIC language is not theater specific – covers more options.

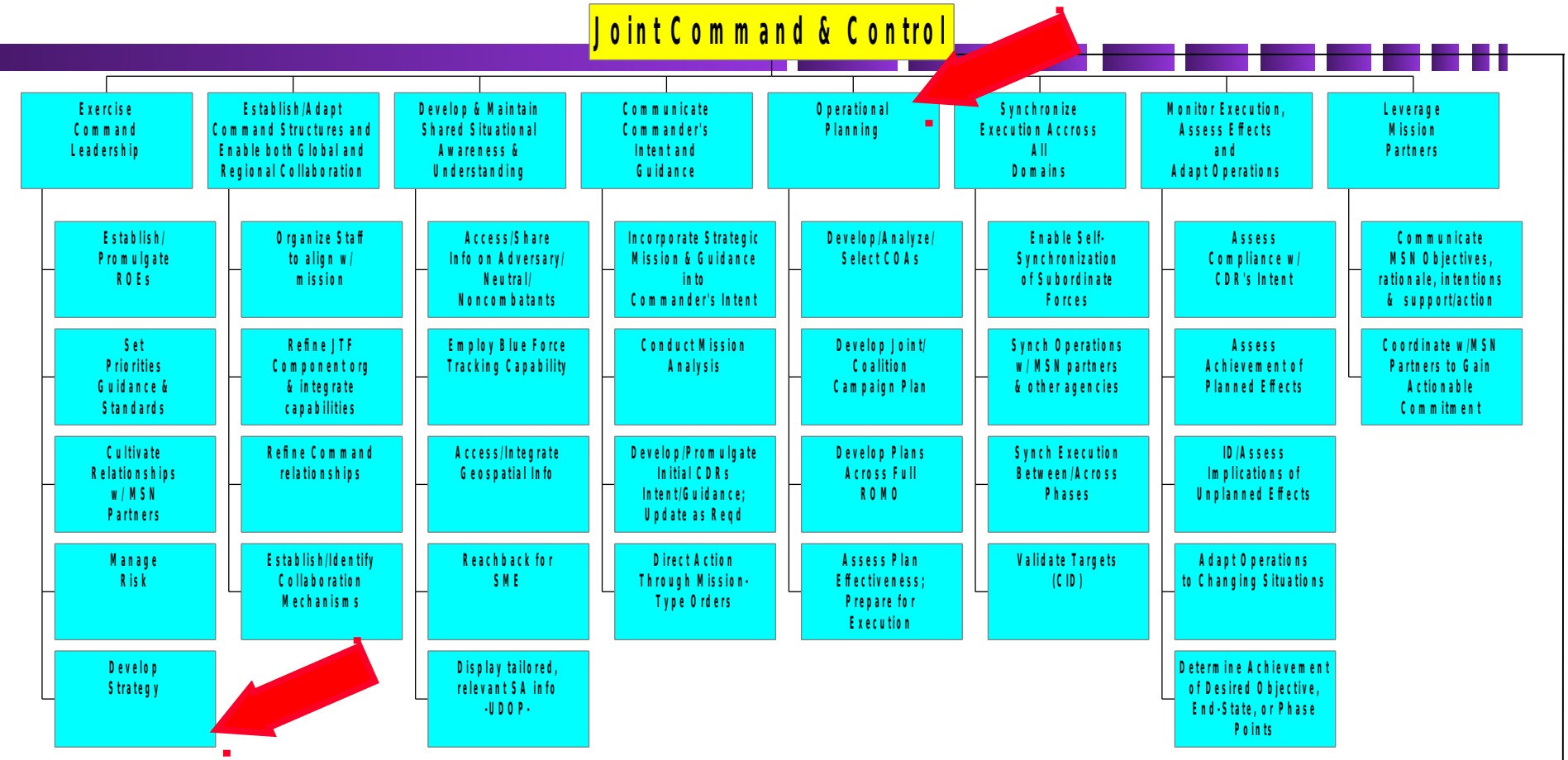
CA Recommendation – A/R/P/D

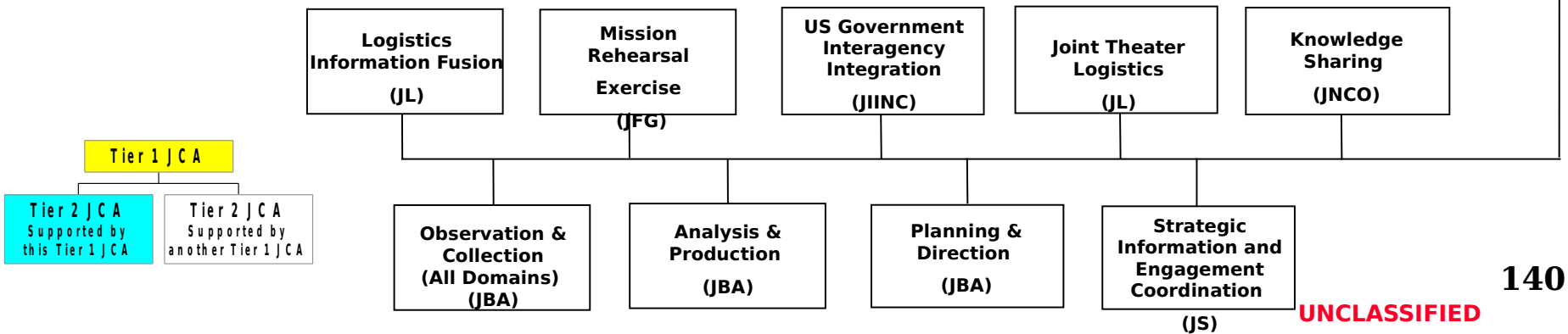
A: Add "Develop Strategy" as a Tier 3 under Exercise Command Leadership. Draw from JP 1-02 and JP1 for the associated lexicon.

Follow-on

UNCLASSIFIED

DRAFT JC2 TAXONOMY UPDATE


Joint Command & Control
Exercise Command Leadership
Establish/Adapt Command Structures and Enable both Global and Regional Collaboration
Develop & Maintain Shared Situational Awareness & Understanding
Communicate Commander's Intent and Guidance
Operational Planning
Synchronize Execution Accross All Domains
Monitor Execution, Assess Effects and Adapt Operations
Leverage Mission Partners
Establish/ Promulgate ROEs
Set Priorities Guidance & Standards
Cultivate Relationships w/MSN Partners
Manage Risk
Develop Strategy
Organize Staff to align w/ mission
Refine JTF Component org & integrate capabilities
Refine Command relationships
Establish/Identify Collaboration Mechanisms
Access/Share Info on Adversary/ Neutral/ Noncombatants
Employ Blue Force Tracking Capability
Access/Integrate Geospatial Info
Reachback for SME
Display tailored, relevant SA info -UDOP-
Incorporate Strategic Mission & Guidance into Commander's Intent
Conduct Mission Analysis
Develop/Promulgate Initial CDRs Intent/Guidance; Update as Reqd
Direct Action Through Mission-Type Orders
Develop/Analyze/ Select COAs
Develop Joint/ Coalition Campaign Plan
Develop Plans Across Full ROMO
Assess Plan Effectiveness; Prepare for Execution
Enable Self-Synchronization of Subordinate Forces
Synch Operations w/MSN partners & other agencies
Synch Execution Between/Across Phases
Validate Targets (CID)
Assess Compliance w/ CDR's Intent
Assess Achievement of Planned Effects
ID/Assess Implications of Unplanned Effects
Adapt Operations to Changing Situations
Determine Achievement of Desired Objective, End-State, or Phase Points
Communicate MSN Objectives, rationale, intentions & support/action
Coordinate w/MSN Partners to Gain Actionable Commitment


Logistics Information Fusion (JL)
Mission Rehearsal Exercise (JFG)
US Government Interagency Integration (JIINC)
Joint Theater Logistics (JL)
Knowledge Sharing (JNCO)
Tier 1 JCA
Tier 2 JCA Supported by this Tier 1 JCA
Tier 2 JCA Supported by another Tier 1 JCA
Observation & Collection (All Domains) (JBA)
Analysis & Production (JBA)
Planning & Direction (JBA)
Strategic Information and Engagement Coordination (JS)

UNCLASSIFIED

JC2 - C2 FCB

Tier 2 – Comment 282

Critical Issue – Structure Revision

(OPNAV 812)

Recommendation: Review all JCAs to ensure they meet SECDEF / Tank-approved Tier 1 & 2 criteria/definitions. Revise JC2, JFG & JFM JCA structures to identify Tier 2s that can be delegated, executed, analyzed, or specifically supported by DoD systems & programs.

Rationale: Navy attempts to utilize JCAs for analytical and planning purposes have excluded parts of JC2 because, as currently structured, JC2 JCAs do not lend themselves to execution, delegation, analysis or programming. JC2 operational art and leadership functions can largely be supported by training programs within JFG & the JT FCB.

Pros / Cons

Pros:

- Would align JCAs with existing systems and/or programs (also a con since JCAs are intended to be capability, not existing program or system specific).

Cons:

- Potential impact to several JCAs
- C2 CBA process validating JIC content as JTF Commander Capabilities

JCA Recommendation – A/R/P/D

D: C2 FCB endorsed forwarding to 15-16 March Conference as a rejection. JC2 JCAs derived directly from C2 JIC, as per JS/VDJ7 direction in Apr 05. JROC way-ahead is reviewing overall FCB construct. Recommend wait for JROC decision prior to major reconstruction of JC2 JCA. JROC decision may impact

Follow-on

Potential GO/FO Adjudication

UNCLASSIFIED

FCB

Critical Issue – Add Tier 2s

(AT&L)

Recommendation: There should be a Tier 2 capability following each of the Tier 1 JCAs that supports coalition planning and international cooperation.

Rationale: From SPG: We will expand the community of nations that share principles and interests with us. We will help partners increase their capacity to defend themselves and collectively meet challenges to our common interests..

Pros / Cons

Pros:

- Supports National Defense Strategy, Strategic Objective – Strengthen alliances and partnerships.

Cons:

- Included in several areas of the JC2 JCA and C2 JIC lexicons.

JCA Recommendation – A/R/P/D

P: Mission Partner includes (but is not limited to) coalition partners, non-DoD agencies, host nation civil authorities, international orgs, and NGOs. **JC2 Tier 2 *Leverage Mission Partners* and other areas include the intent of coalition planning and international cooperation.**

Follow-on

UNCLASSIFIED

Substantive Issue - Lexicon

(JCS Directorate J8 FAAD)

Recommendation: Split Develop and Maintain Shared Situational Awareness into two boxes 1) develop and maintain situational awareness and 2) share situational awareness

Rationale: Developing and maintaining situational awareness is a BA task, sharing situational awareness is a C2 task

Pros / Cons

Pros:

• More granular break out of functions betwe BA and JC2

Cons:

• JC2 worked closely with JBA during initial lexicon adjudication to ensure a logical divisi of capabilities acceptable to both OPRs.
• Change not supported by C2 JIC.

JCA Recommendation – A/R/P/D

R: JBA and JC2 Lexicon aligns with the C2 JIC, a JROC and TANK approved product.

Follow-on

FCB

Substantive Issue – White Box

(USJFCOM Directorate J9/JDPO)

Recommendation: Add Force Projection as a supporting Tier II to JC2.

Rationale: Force Projection is a necessary enabler to Joint Command and Control. The JC2 CDD identifies Force Projection as a key mission capability

Pros / Cons

Pros:

• Arguably an enabler (one of many) and an Inherent C2 function for the Combatant Commander.

Cons:

• JC2 CDD is a draft document.

• Joint Force Projection is a Tier 2 under Joint Global Deterrence, one of many areas linked to C2.

JCA Recommendation – A/R/P/D

R: Does not add anything. Force projection is a C2 task, just like taking care of troops. It is not a main C2 capability and it is implied to be part of other JC2 Tier 2s.

Follow-on

UNCLASSIFIED

FCB

Substantive Issue - Language

(JCS Directorate J8 FAAD)

Recommendation: Delete "In the net-centric collaborative environment" from the Tier 2 Communicate Commander's Intent and Guidance Lexicon

Rationale: Regardless of environment, commander's intent must be shared with subordinates. Collaborative tools just happens to be one way we share information today.

Pros / Cons

Pros:

- Logical for today.

Cons:

- Net Centric Collaboration and self Synchronization based on a NC environment is the way of the future.

JCA Recommendation – A/R/P/D

R: When the C2 JIC and JCAs were developed in 2005, it was a conscious decision to use the term 'in the net centric collaborative environment'. The desired means to share is via the NC environment.

Follow-on

UNCLASSIFIED

FCB

Substantive Issue - definition

(N-NC/IC)

Recommendation: Modify Tier 3 Synchronize operations with DOD agencies, Interagency partners, and multinational partners lexicon to include: “Such linkages include tools and organizations discussed in JP 3-08 such as Liaison Officers and Agency Representatives, Joint Interagency Coordination Groups (JIACGs), and Interagency Planning Cells (IPCs).”

Rationale: Enhances coordination planning coordination and collaboration, and reduces duplication of efforts.

Pros / Cons

Pros:

- Draws from established reference JP 3-08.

Cons:

- Language approaches a solution, not a capability

JCA Recommendation – A/R/P/D

R: Does not add anything and in fact, may cause reader to assume the list is all inclusive. _

Follow-on

UNCLASSIFIED

Substantive Issue - Definition

(N-NC/IC)

Recommendation: Modify the Bullet to read – "…The ability to share and access a "common operational picture (COP) with other Joint, Interagency, and Intergovernmental partners, as necessary, presenting current and forecast information…"

Rationale: COPs are more than service or command specific

Pros / Cons

Pros:

• Meets intent of SPG / National Defense Strategy, Strategic Objective – Strengthen alliances and partnerships.

Cons:

• As submitted, excludes several partners (coalition, Multi-national, etc. – changing to mission partners fixes)

JCA Recommendation – A/R/P/D

A: Modify Tier 2 Develop and Maintain Shared Situational Awareness and Understanding lexicon to include: "The ability to share and access a "common operational picture" (COP) with mission partners, as necessary, presenting current and forecast information…

Follow-on

FCB

bstantive Issue – Add non-military

(USAEUR Directorate J543)

Recommendation: Modify Tier 2 Establish / Adapt Command Structures and Enable Both Global and Regional Collaboration lexicon to ensure it is recognized that JTF headquarters are rarely only military

Rationale: Ensure it is recognized that JTF headquarters are rarely, if ever, only military. JTF commander will require integration of non-military agencies, coalition members or host nation into their structure

Pros / Cons

Pros:

• More accurately reflects JTF composition and relationships

Cons: None.

JCA Recommendation – A/R/P/D

A: Add mission partners

Follow-on

UNCLASSIFIED

FCB Addition

Substantive Issue - Lexicon

(C2 FCB Working Group)

Recommendation: Define Mission Partner as including but not limited to supported/supporting commands, non-DoD agencies such as State or CIA, coalition partners, host nation civil authorities, international organizations, and nongovernmental organizations (NGOs). Update lexicon to reflect throughout as appropriate.

Rationale: Standardize term of reference.

Pros / Cons

Pros:

- Provides standard lexicon term to capture all possible mission partners.
- Aligns with SPG to strengthen alliances and partnerships.
- Supports adjudication of several other substantive comments.

Cons: None

JCA Recommendation – A/R/P/D

A

Follow-on

UNCLASSIFIED

FCB

Substantive Issue – White Box

(MCDC Directorate J543)

Recommendation: Add a white box Tier 2, “Develop and Maintain Shared Situational Awareness & Understanding” to the Global Deterrence JCA

Rationale: Consistency with the Strategic Deterrence JOC

Pros / Cons

Pros:

- Aligns with Strategic Deterrence JOC

Cons:

- Could be added to many other JCAs

JCA Recommendation – A/R/P/D

A: Agree if Global Deterrence OPR supports adding

Follow-on

UNCLASSIFIED

JC2 - C2

Tier 2 – Comment 72

FCB

Substantive Issue - Update

(USJFCOM Directorate J9/JDPO)

Recommendation: Delete "Battlespace Deconfliction of Air Space Control" (JC2) from Joint Air Ops (no longer exists in JC2)

Rationale: Battlespace Deconfliction (Air Space Control) (JC2) no longer exists in JC2 taxonomy or in the JCA lexicon

Pros / Cons

Pros:

- Updates JCA to latest version

Cons: None

JCA Recommendation – A/R/P/D

A: Concur, request Joint Air Ops OPR make the change

Follow-on

UNCLASSIFIED

FCB

Substantive Issue - Slidology

(USJFCOM Directorate J9 JDPO)

Recommendation: Reflect white boxes from JC2 Knowledge Sharing and Develop and Maintain Shared Situational Awareness as co-equal under JBA

Rationale: Prevents confusion in the taxonomy over supported and supporting relationships

Pros / Cons

Pros:

- Aligns slide construct with other JCAs

Cons: None

JCA Recommendation – A/R/P/D

A: Support the change, request BA OPR accomplish

Follow-on

UNCLASSIFIED

FCB

Substantive Issue - Definition

(USA Directorate G8-FDJ)

Recommendation: Add definition of JBFSA to Develop and Maintain Shared Situational Awareness and Understanding JC2 Tier 2.

Rationale: Definition of JBFSA not addressed in JC2 JCA. Definition is important to ongoing JBFSA-BFT-CID discussions and ESC way ahead.

Pros / Cons

Pros:

• Aligns JCA with most current (JROC Approve guidance wrt JBFSA-BFT-CID.

Cons:

• None significant, minor adjustment to lexicon.

JCA Recommendation – A/R/P/D

A

Follow-on

Working with submitter on lexicon update.

UNCLASSIFIED

FCB

Substantive Issue - ROE

(USEUCOM/USAREUR Directorate J543)

Recommendation: Modify Tier 3 Establish and promulgate rules of engagement to better describe a commander's central approval and promulgation of ROE.

Rationale: ROE informs commanders of the degree of constraint or freedom permitted to carry out assigned tasks. ROE are centrally approved and must be clearly understood, particularly in MN operations.

Pros / Cons

Pros:

• Clarifies central control of ROE, but leaves flexibility for adjustments as required.

• Maintains ROE dissemination as an importa function.

Cons:

• May be viewed as limiting.

JCA Recommendation – A/R/P/D

A: "Ensure the commander has adequate ROE to execute assigned tasks. Empower commands and staffs to recommend changes or modifications to ROE. Ensure subordinate commands disseminate ROE." Vice "Empower commands and staff sections and organizations to develop and disseminate ROE."

Follow-on

UNCLASSIFIED

FCB

Substantive Issue – Share Info

(USAREUR)

Recommendation: Under Access and share intelligence information Tier 3, add final sentence: “Ensure maximum allowable intelligence and information is shared with all participating agencies, alliance members and coalition partners.”

Rationale: Promotes information sharing -- enabling collaborative operational planning and synchronization of all military activities

Pros / Cons

Pros:

• Supports National Defense Strategy, Strategic Objective – Strengthen alliances and partnerships.

Cons:

• Lack of policy, permission, technology, etc., can make sharing information challenging.

JCA Recommendation – A/R/P/D

A: Under Access and share intelligence information Tier 3, add final sentence: “Ensure maximum allowable intelligence and information is shared with all mission partners.”

Follow-on

UNCLASSIFIED

FCB

Substantive Issue - Language

(JCS Directorate J8 FAAD)

Recommendation: Delete “an effects based” from the Tier 2 Plan Collaboratively lexicon

Rationale: Unnecessary

Pros / Cons

Pros:

- Simplifies lexicon.

Cons:

- Descriptive.

JCA Recommendation – A/R/P/D

A

Follow-on

UNCLASSIFIED

FCB

Substantive Issue - language

(N-NC/IC Directorate J8 FAAD)

Recommendation: Modify the Bullet to read – "Collaboratively develop joint/Interagency/coalition campaign plan,…"

Rationale: Consistency with JOPES, Annex V (Interagency Coordination)

Pros / Cons

Pros:

- More inclusive.

Cons:

- Not inclusive enough.

JCA Recommendation – A/R/P/D

A: Modify to "Collaboratively develop joint / mission partner campaign plan, …"

Follow-on

UNCLASSIFIED

Substantive Issue - partners

(N-NC/IC & HAF/XOS-F)

Recommendation: Modify Tier 3 Synchronize operations with DOD agencies and multinational partners to read “Synchronize operations with DOD agencies, Interagency partners, and multi-national partners -”

Rationale: Should include reference to non-DoD or interagency partners.

Pros / Cons

Pros:

• Term mission partners is more inclusive.

Cons:

• Partial change to lexicon combining two comments.

JCA Recommendation – A/R/P/D

A: Modify Tier 3 Synchronize operations with DOD agencies and multinational partners to read “Synchronize operations with mission partners – establish appropriate operational, personal, liaison, electronic and network linkages to ensure synchronization of operations.”

Follow-on

FCB

Substantive Issue - partners

(HAF/XOS-F)

Recommendation: Modify 629-630 to read "…electronic and network linkages with agencies, and international organizations, and multinational partners to ensure coordination of operations."

Rationale: Should include reference to non-DoD or interagency partners.

Pros / Cons

Pros:

• Term mission partners is more inclusive. Satisfies the intent of the comment.

Cons:

• Not a verbatim change.

JCA Recommendation – A/R/P/D

A: Modify entire Tier 3 "Synchronize operations with DOD agencies and multinational partners" by inserting and or substituting the term "mission partners" as appropriate

Follow-on

UNCLASSIFIED

JC2 - C2

FCB

Tier 2

199/200/201/202/217/218/219/220

Substantive Issue

(JS Directorate J6)

Recommendation: Modify several JC2 Tier 3s to more accurately describe JC2's relationship with Net Centric Ops

Rationale: Clarifies NC / C2 relationship.

Pros / Cons

Pros:

- Aligns JC2 with JNCO JCA

Cons:

- NSTR.

JCA Recommendation – A/R/P/D

A

Follow-on

UNCLASSIFIED

Joint Net-Centric Operations

UNCLASSIFIED

JNO – NC FCB Tier 1 – Comment 36

Substantive

(TRADOC)

Recommendation: Make the paragraph more than one long sentence and change the wording to more closely depict the desired end state of knowledge fusion.

Rationale: This would break up a run-on sentence and make use of existing verbiage from the NCES Strategy and ISR documents depicting knowledge fusion.

Pros / Cons

Pros:

- Clarity

Cons:

- JNO is enabler for C2, BA, and others, not the end process resulting in knowledge fusion (which is the responsibility of the using function
- JNO is much more overarching than NCES which is a programmed capability that will be fielded over time

JCA OPR Position – A/R/P/D

Definition is derived from NCE JFC v1.0 and NCOE JIC v1.0. It has undergone FCB, JCB, Red Team, and academic critique. The proposed change presents a limiting list of enablers that is not inclusive of all aspects of the JNO definition. The second sentence of the suggested change should be unnecessary as the definition in the first sentence should be able to stand alone without further explanation.

Follow-on

UNCLASSIFIED

JNO – NC FCB Tier 1 – Comments 37, 38

Substantive

(J8 FAAD)

Recommendation: Delete Joint Net-Centric Operations from the list of tier 1 JCAs

Rationale: The network is what is used to command and control our forces. It is a thing, not a capability. Net-Centric is a technology used to command and control. It is not a capability.

Pros / Cons

Pros:

Cons:

- Eliminates capability which directly supports all DoD functions and mission areas, at all levels of command
- Provides linkage to the interagency, non-governmental organizations, and mission partners
- Importance of NC dependence documented in all JICs written to date, and most recently, the QDR

JCA OPR Position – A/R/P/D

JNO is an enabling capability that is key to the operation and success of ALL functional areas. It is heavily referenced in the QDR and is an objective of DoD transformation.

Follow-on

UNCLASSIFIED

JNO – NC FCB Tier 2 – Comment 83

Critical

(JS J6 – NC FCB)

Recommendation: Add the tier 2 term and definition: "Network Management - The ability to provide the network with the desired level of quality, agility, and trustworthiness. Network Management focuses on the configuration, availability, performance, and manageability of network services and the underlying physical assets that provide end-user services, as well as connectivity to enterprise application services. (Derived from Joint Concept of Ops for GIG NetOps)"

Rationale: Adds the term to reflect the framework developed during writing of the NCOE JIC v1.0, which incorporated aspects of the Joint Concept of Ops for GIG NetOps, dated 10 Aug 2005.

Pros / Cons

Pros:

- Writing of NCOE JIC, along with AARs, IPLs, and other issues brought before the FCB, raised the need to formally describe network management as it supports JNO
- One of three pillars for the NCOE JIC
- Added as binning category for latest set of IPLs and ACTDs
-

JCA OPR Position – A/R/P/D

NC concurs. Network Management was designated as the sixth pillar of the Net-Centric Operational Environment JIC, v1.0.

Follow-on

UNCLASSIFIED

JNO – NC FCB Tier 2 – Comment x

Substantive

(JS J6 – NC FCB)

Recommendation: Change "Knowledge Sharing" to "Knowledge Management" and use the following definition: "The ability to systematically discover, select, organize, distill, share, develop, and use information in a social domain context to improve warfighter effectiveness. (Derived from NCOE JIC)"

Rationale: Changes the term to reflect the framework developed during writing of the NCOE JIC. This framework re-scoped the knowledge aspect of how people and organizations use knowledge for mission accomplishment. Knowledge sharing is now a sub-capability of KM.

Pros / Cons

Pros:

- Writing of NCOE JIC brought forth the need to readdress the knowledge aspects of the net-centric environment.
- KM Plan is vital to command operations, directing how information and knowledge is obtained, used, managed, manipulated, stored, and protected.

Cons:

-

JCA OPR Position – A/R/P/D

NC concurs. KM provides a more concrete description of a commander's responsibility to manage knowledge with the command.

Follow-on

UNCLASSIFIED

JNO – NC FCB Tier 2 – Comment 84

Critical

(EUCOM / J6/9)

Recommendation: Need to better accommodate Spectrum Assurance. Add following new Tier 2 JCA under Tier 1 Joint Net-Centric Operations:

Rationale: Current edition of lexicon doesn't properly account for EM Spectrum Access. This is a multidiscipline area and needs to stand alone.

Pros / Cons

Pros:

- Would provide more visibility to spectrum shortfalls

Cons:

- Already binned under new network management Tier 2. (Previously binned under Enterprise Management.)
- Would necessitate the raising of many other "tier 3s" as tier 2s, further complicating binning decisions

JCA OPR Position – A/R/P/D

Spectrum management is recognized as a critical aspect of JNCO, but as a Tier 3 capability under network management. It is heavily referenced in the NCOE JIC v1.0 under the central idea and in detail under the network management section, to include the task "Ensure spectrum availability". Arguably, spectrum availability is the greatest current and future challenge in enabling JNO.

Follow-on

UNCLASSIFIED

JNO – NC FCB Tier 2 – Comments 85, 86

Critical

(TRADOC)

Recommendation: Tier 1 and 2s should more closely align with the GIG Enterprise Services Strategy. Make only 3 tier 2 JCAs. Put all NCES areas in tier 2 "Enterprise Services" and change tier 2s "Information Transport" and "Knowledge Sharing" to "GIG Network" and "Domain/COI capabilities, services, etc."

Rationale: Info Transport appears to be the GIG Network, IA and Apps are actually listed as Enterprise Services; KS appears to be the Domain/COI capabilities and services as depicted in the NCES Strategy.

Pros / Cons

Pros:

-

Cons:

- Current alignment reflects today's NCOE
- The use of (now) six tier 2s better facilitates capability binning for JCIDS and other department efforts, which the JCAs inform

JCA OPR Position – A/R/P/D

Realignment considered during NCOE JIC writing. It was decided to keep the separation until NCES matures past the camp/post/station orientation of Increment I. Challenge is not only the long-term GIG maturity but, the short and mid term support to first tactical mile users, of which the NCOE CBA is addressing. Once the CBA is completed,

Follow-on

UNCLASSIFIED

JNO – NC FCB Tier 2 – Comments 87, 94

Substantive

(JS J6 – NC FCB)

Recommendation: Change the definition of Information Transport to read, "The ability to provide the physical communications media over which assured connectivity takes place, supported by switching and routing systems, and the computing infrastructure. (Derived from NCE JFC)"

Rationale: Formally adds a recognized aspect of the transport medium that is mutually inclusive of the associated switching and routing functions.

Pros / Cons

Pros:

- Adds the forward enclaves and reachback enclaves, past the physical demarcation points

Cons:

-

JCA OPR Position – A/R/P/D

This change incorporates on-going NII concerns. The computing infrastructure will be further detailed in NCE Joint Functional Concept v2.0.

Follow-on

UNCLASSIFIED

JNO – NC FCB Tier 2 – Comments 88, 95

Substantive

(JS J6 – NC FCB)

Recommendation: Change Enterprise Services reference from "(Derived from various sources)" to "(Derived from NCOE JIC)"

Rationale: Updates the reference as a result of the approval of the NCOE JIC v1.0, 31 Oct 2005.

Pros / Cons

Pros:

-

Cons:

-

JCA OPR Position – A/R/P/D

Concur.

Follow-on

UNCLASSIFIED

JNO – NC FCB Tier 2 – Comments 89, 96

Substantive

(JS J6 – NC FCB)

Recommendation: Change Information Assurance reference from “(CNSSI 4009)” to “(DoD Directive 8500.1, Information Assurance)”

Rationale: Updates the reference to reflect a higher level DoD reference.

Pros / Cons

Pros:

-

Cons:

-

JCA OPR Position – A/R/P/D

Concur.

Follow-on

UNCLASSIFIED

JNO – NC FCB Tier 2 – Comments 90, 97

Substantive

(JS J6 – NC FCB)

Recommendation: Change "Applications" definition and reference to read, "The ability to provide a locally resident software program or group of programs that interfaces directly with Joint Force decision-makers and communities of interest, which carries out generalized or mission-specific tasks or processes for which a computer is used, i.e., word processing, spreadsheets, graphics, database management, and communications packages. (Derived from NCOE JIC)

Rationale: Updates the reference as a result of the approval of the NCOE JIC.

Pros / Cons

Pros:

-

Cons:

-

JCA OPR Position – A/R/P/D

Concur.

Follow-on

UNCLASSIFIED

JNO – NC FCB Tier 2 – Comment 91

Substantive

(STRATCOM/J841)

Recommendation:
- Add “Space Force Enhancement (SATCOM)” white box to the JNO taxonomy slide under "Information Transport" tier 2
- Add “Space Force Enhancement (PVNT)” white box under the "Enterprise Services" tier 2

Rationale: Additions indicate how Joint Space Operations supports the Joint Net-Centric Operations JCA.

Pros / Cons

Pros:

-

Cons:

-

JCA OPR Position – A/R/P/D

Concur

Follow-on

UNCLASSIFIED

JNO – NC FCB Tier 2 – Comment 92

Substantive

(ASD/NII)

Recommendation: Delete last phrase under Information Transport, "… supported by switching and routing systems."

Rationale: Switching and routing systems are only two examples of systems that support IT. This phrase is misleading because it is incomplete.

Pros / Cons

Pros:

-

Cons:

- Would delete the bounding of information transport

JCA OPR Position – A/R/P/D

Phrase added to ensure routing and switching were visible to more fully define the hardware aspects of the end-to-end infrastructure, but which does not, in itself "push" a data stream or modulated signal, but does process it. Additionally, we are changing the phase to say, … supported by switching and routing systems, and the computing

Follow-on

UNCLASSIFIED

JNO – NC FCB Tier 2 – Comment 93

Substantive

(OPNAV/N81)

Recommendation: Reinstate Tier 2b JCAs in JNO. **“**Cryptology” and “Computer Network Defense” should be broken out under Information Assurance.

Rationale: Previous JCA version briefed to NC FCB had 20 Tier 2b JCAs under JNO. The two areas listed above are significant and unique enough to still warrant Tier 2b boxes…though Computer Network Defense would need to be a white box due to overlap.

Pros / Cons

Pros:

-

Cons:

-

JCA OPR Position – A/**R**/P/D

The “tier 2b” boxes on previous briefings shown as examples of what the tier 2 entailed and as possible tier 3s. JNCO does not include any tier 2b terms. Network defense and crypto remain unofficial tier 3s. Working with JIO to get CND moved to JNO. (Ref “note”: Strategic Communications in the JCA sense is far outside the area of JNO.)

Follow-on

UNCLASSIFIED

Joint Battle Space Awareness

UNCLASSIFIED

Critical Issue *(PACOM)*

The lexicon as presented is NOT current with respect to Joint Pubs and other resources. While JP 1-02 is an important starting point for terminology, coordinated draft pubs available on line and near approval such as JSCP, JP 3.0, JP 5.0, JP 3-10, JP 3-07.3, and more need to be evaluated for key terms. This lexicon is dated 24 Aug 05 and appears to be based on early 05 references.

Recommendation: Update lexicon to current information including draft documents that have been vetted across DoD once and do not have critical comments associated with the specific reference used.

Rationale: Currency and relevance.

Pros / Cons

Pros:

- SECDEF Memo recognizes that JCAs are being constructed outside normal doctrine writing process and that doctrine will be updated according to JCAs upon normal update timelines

Cons:

- Staffing for Joint Pubs is on-going

JCA OPR Position – A/R/P/D

Recommendation for rejection based upon SECDEF memorandum providing authority to use JCAs even though doctrine documents have not been updated

Follow-on

Adjudication Level – Critical Issue for "All" Joint Doctrine is only updated according to strict schedules. JCAs are out-front of most updates – some of which have not yet been initiated

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 126

Critical Issue *(Command – Joint Staff)*

Standardize the definition of Planning. The term planning is used as a Tier 2 capability in three places within the JCA Lexicon. Pg 3 – Planning, Pg 4 – Planning & Direction and Pg 13 – Plan Collaboratively. The definitions listed after the terms are all different. One definition/Tier 2 capability would clarify planning as a capability. Planning should remain under JFM Tier 1, but be influenced/informed by other Tier 1s (C2, BA – using 'white box' construct).

Recommendation: Modify the definitions listed on Pg 4 and Pg 13 and use the Pg 3 definition.

Rationale: Advantage of use of standard terms

Pros / Cons

Pros:

- Understanding of different types of plannir

acknowledges various planning roles and typ
such as intelligence planning or logistical pla

Cons:

- Advantage gained by common usage of te

JCA OPR Position – A/**R**/P/D

JBA's definition of planning specifically addresses intelligence related planning and direction which will, by nature, require certain knowledge that would be different than logistics planning. There are unique characteristics to this planning that are further highlighted by the Tier 2a breakout

Follow-on

Adjudication required among JCAs

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 167

Critical Issue *(US Army TRADOC)*

Intelligence Preparation of the Environment

Recommendation: Change "environment" to "battlespace" in lines 313 and 316.

Rationale: Revert to the approved JP 2-01 term. There is no strong justification to make this cosmetic change. The original definition in the draft JCA Lexicon (and the JP 2-01 definition) states the Intelligence Preparation of the Environment involves the enemy, the environment, and the terrain. This analytical methodology therefore involves more than just the environment; to retain it IPE is not accurate or necessary.

Pros / Cons

Pros:

- Approved use of term from JP 2-01
- IPB more accurately describes current understanding of JBA

Cons:

- Intelligence Preparation of the Environment is a term gaining increased acceptance

JCA OPR Position – A/R/P/D

Recommendation has strong support both pro and con.

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 168

Critical Issue *(US Army TRADOC)*

Operational Intelligence and Targeting Intelligence

Recommendation: Define operational intelligence and targeting intelligence separately.

Rationale: There is no valid justification to combine these two terms. The requirements for intelligence that supports the planning and conducting of a campaign are very different than those for targeting efforts. This combination of terms implies that campaign planning and execution is primarily based on targeting: a false assertion. Additionally, this section defines targeting—it does not offer a definition for *targeting intelligence*.

JCA OPR Position – A A/R/P/D

Acceptance of recommendation reduces confusion

Pros / Cons

Pros:

- Operational and Targeting Intelligence are separate concepts
- Operational Intelligence is a broader term and supports targeting

Cons:

- Combining terms does link the key aspect of Targeting with Operational Intelligence in support of a campaign

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 169

Critical *(US Army TRADOC)*

Predictive Analysis

Recommendation: Change to read: Predictive Intelligence – intelligence that determines the enemy's intent and anticipates future enemy actions based on its capabilities.

Rationale: The original definition in the JCA Lexicon has two shortcomings. First, it claims to define "predictive analysis," but then offers a definition for "predictive intelligence." Analysis and intelligence are not synonyms. Secondly, it is not enough to predict an enemy's location and enemy commander's intent—also critical are the enemy force's *capabilities* and *actions*.

Pros / Cons

Pros:

- Recommendation clarifies mismatch on predictive analysis and predictive intelligen

Cons:

JCA OPR Position – A/R/P/D

Acceptance of recommendation clarifies term

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 170

Critical *(OPNAV)*

Battlespace Awareness Tier 2s must include blue and white force tracking/SA

Recommendation: Jt BA must be expanded to include the full scope of true battlespace awareness (red/white/blue). In some cases this may require additional Tier 2s, but in many cases it just means expanding definitions to NOT limit themselves to red or red/white info/data.

Rationale: Any operational commander needs complete SA; any operational COP needs to display a complete picture. An accurate representation MUST include blue/red/& white data. This concept was recently endorsed by JROCM 276-05 dated 22 December 2005. One of several points contained in this JROC-endorsed attachment to this JROCM provides an example, by stating that "BFT, JBFSA, and CID [which all support JF S.A.] are not identical but interrelated and cannot be separated."

Pros / Cons

Pros:

- Keeps Blue Force Tracking with C2 with BA in a supporting/integrating role depicted appropriately as a "white box" under C2 Tier
- Topic of Blue Force Tracking was addressed during JCA Conference in 2005. Agreement Reached to keep Blue Force Tracking with C2

Cons:

- Blue Force Tracking should be integrated with JBA

JCA OPR Position – A/**R**/P/D

Reject and refer to JC2 as appropriate owner of Blue Force Tracking capability

Follow-on

Adjudication Level – refer to C2.

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comments 171, 172

Critical Issue *(ATFC-F)*

Recommendation: Include "Information" as a domain under "Observation and Collection (All Domains)" and Insert: Informational: Collection of the multiple sources or transmission paths for communications, data, or information – including news media.

Rationale: Information operations are an increasingly important dimension of warfighting. Moreover, cyberspace, and other aspects of the information domain, are not necessarily comprehended by the other listed domains and Information operations are an increasingly important dimension of warfighting. Moreover, cyberspace, and other aspects of the information domain, are not necessarily comprehended by the other listed domains.

Pros / Cons

Pros:

- Information concern covered in Lexicon: "The ability to use sensors in order to detec and monitor both physical and non-physica objects and events in all domains….cyber and information…." p 5

Cons:

- None - Information is already included in Tier 2 definition

JCA OPR Position – A/**R**/P/D

Reject – lexicon covers information in "Observation and Collection (All Domains)" definition

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 1 – Comment 54

Substantive Issue *(ECJ2)*

Useful but lacking description of GEOINT.

Recommendation: Add GEOINT as defined by NGA (Lt Gen (Ret) Clapper)

Rationale:

Pros / Cons

Pros:

- GEOINT reflects NGA's role
- JP 3.0 (draft) will include GEOINT as an unique INT

Cons:

- DoD's understanding of what is GEOINT is emerging

JCA OPR Position – A/R/P/D

GEOINT is growing in acceptance as one of the core intelligence sources/collection disciplines such as SIGINT; MASINT; HUMINT; OSINT; etc.

Follow-on

- Adjudicate across impacted JCAs

UNCLASSIFIED

JBA – BA FCB

Tier 1 – Comment 56

Substantive Issue

(USMC Combat Development Command)

Recommendation: Reuse components wherever possible.

Rationale: This is a fundamental rule of the systems engineering approach to functional decomposition. For example, "Planning Intelligence" should either use the same logic as "Planning" for command and control or Joint Force Management, or should use a different word.

Pros / Cons

Pros:

- Understanding of different types of plan acknowledges various planning roles and ty such as intelligence planning or logistical planning

Cons:

- Acceptance of one "planning" term among various disciplines will be difficult to achieve and may not reflect the unique aspects of planning required by some JCAs

JCA OPR Position – A/**R**/P/D

Comment directed to "all." Similar to comment 126. Use of term "planning" requires coordination and acceptance across OPRs

Follow-on

- Adjudicate across impacted JCAs

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 173

Substantive Issue *(ECJ2)*

Recommendation: Replace IMINT with GEOINT and define each subcategory in lexicon.

Rationale: Reference to IMINT only is not consistent. GEOINT includes GI&S, IMINT, and AGI.

Pros / Cons

Pros:

- GEOINT definition includes IMINT from draft updates for JPs 2.0 and 3.0

Cons:

- Community acceptance of GEOINT definition is required

JCA OPR Position – A/R/P/D

Recommendation reflects changing definition of intelligence sources and collection disciplines

Follow-on

- Adjudicate among impacted JCAs – standardize terms and sanctioned list of intelligence disciplines

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 174

Substantive *(US Army G-8)*

Limits definition to nuclear particles only

Recommendation: Should read, Collect and store detected particles that are products of nuclear reactions or other radioactive decay.

Rationale: Broadens definition to cover potential use of non-nuclear, radioactive weapons. Specifically Radiological Dispersal Devices.

Pros / Cons

Pros:

- Expands definition to cover non-nuclear, radioactive threats

Cons:

- None

JCA OPR Position – A/R/P/D

Current definition is limiting. Recommendation improves definition by including fuller range of threats

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 175

Substantive *(US Army G-8)*

Collection and observation of chemical, biological, and toxic industrial materials (TIM) is not addressed in the JCA lexicon.
Recommendation: Add joint definitions for the collection/observation of chemical, biological and TIM to the taxonomy slide and the lexicon pages.

Rationale: Expanded definition allows fuller coverage of threats.

Pros / Cons

Pros:

- Expanded definition covers fuller range o potential threats such as including chemica biological weapons

Cons:

- None

JCA OPR Position – A/R/P/D

Expanded definition covers fuller range of potential threats

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 176

Substantive Issue *(USJFCOM J-9)*

Knowledge Sharing (JNCO) shown as a child of Develop & Maintain Shared Situational Awareness & Understanding (JC2)

Recommendation: Move Knowledge Sharing (JNC) to a sibling relationship (equal) as Develop & Maintain Shared Situational Awareness & Understanding (JC2)

Rationale: On slide 6, JC2, Knowledge Sharing (JNC) and Develop & Maintain Shared Situational Awareness & Understanding (JC2) are shown in a sibling (equal) relationship. This will prevent confusion in the taxonomy over supported/supporting relationships.

Pros / Cons

Pros:

- Consistency across JCAs is required
- Correction of alignment over "supported supporting" relationships is needed
- JC2 is the proponent for SA

Cons:

- Recommendation to change JBA taxonomy does not fully solve issue with JC2 and the relationship mismatch

JCA OPR Position – A/R/**P**/D

Recommendation supports consistency between JCAs. However, recommended solution of creating a sibling relationship from a child does not bring "knowledge sharing" to an equal level with "develop and maintain shared situational awareness and understanding (JC2)." Recommend coordinate with JC2 – to modify JC2's taxonomy (slide 6) and not change the JBA taxonomy (slide 5)

Follow-on

- Adjudicate across impacted JCAs

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 177

Substantive Issue *(J8)*

Recommendation: Split the last tier 2 box into 2 separate boxes; 1 for developing and maintaining situational awareness and 1 for sharing situational awareness.

Rationale: Developing and maintaining situational awareness is a BA task, sharing situational awareness is a C2 task.

Pros / Cons

Pros:

- Retains situational awareness issue w/ JC

Cons:

- Acceptance of placing situational awareness with JC2 not fully accepted
- "Developing and maintaining" SA and "sharing" SA are unique tasks

JCA OPR Position – A/**R**/P/D

Reject and refer to JC2. Referring to JC2 - retains situational awareness in previously adjudicated position. JBA understands that the JBA supports the data and analysis for SA – while JC2 is the OPR for SA and is responsible for SA

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 178

Substantive Issue

(US Army Futures Center, TRADOC)

Human – Collection of neural processes to include cultural, social and individual thoughts and feelings

Recommendation: Change to read: Human—Collection of data related to individual and group intentions, will, attitudes, morale, thoughts, feelings, and beliefs.

Rationale: This category of observation and collection should not be defined as a collection of "neural processes." How does one report on "neural processes" to a joint force commander? Collection in the human environment focuses on both individuals and groups (military units, tribes, religious minorities, etc.). The joint force commander must understand the intentions, will, attitudes, morale, thoughts, feelings, and beliefs of adversaries, non-combatants, and neutrals in his battlespace.

Pros / Cons

Pros:

- Reduces potential confusion in definition

Cons:

- Use of "neural processes" is technically correct

JCA OPR Position – A/R/P/D

Current definition of "human" is correct but confusing to lay reader – using the term "neural processes" does not support clarity

Follow-on

UNCLASSIFIED

Substantive Issue

(US Army Futures Center, TRADOC)

Analysis and Production – The ability to develop knowledge from exploited all-source information and provide intelligence. Assessment may involve fusion, M&S, and forecasting to increase situational awareness and better understand possible courses of action.

Recommendation: Change to read: The ability to convert processed information into intelligence through the integration, analysis, evaluation, and interpretation of all source data and the preparation of intelligence products in support of known or anticipated user requirements.

Rationale: The definition has three shortcomings. First, to "provide intelligence" is a function that belongs in the category of dissemination and integration, not analysis and production. Secondly, the original definition uses the term "assessment" in the second sentence—is "assessment" a synonym for "analysis?" If not, what is the difference between "assessment" and "analysis," and how do these two functions relate to each other? Thirdly, the original definition makes reference to understanding "courses of action," without making clear if these are friendly or enemy courses of action. The recommended change is from P 2-0.

Pros / Cons

Pros:

- Reduces confusion in definition and mitigates three detailed weaknesses

Cons:

- Issue of definition of knowledge and information and understanding across JCAs

JCA OPR Position – A/R/P/D

Recommendation improves "analysis and production" definition. Definition will be modified to reflect the three TRADOC concerns w/ the acceptance of their recommendation (w/ minor changes) combined with a modified A&P definition – in note pages

Follow-on

- Adjudicate across JCAs

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 180

Substantive Issue

(US Army Futures Center, TRADOC)

Change commander's "AOR" to "battlespace"

Recommendation: Change to read: "in the commander's battlespace."

Rationale: Using the term "AOR" implies that only a combatant commander receives current intelligence. In fact, all commanders need current intelligence. "Battlespace" is a more generic term.

Pros / Cons

Pros:

- Removes implication that intelligence is limited to combatant commanders

Cons:

- AOR is more clearly defined while "battlespace" is much broader

JCA OPR Position – A/R/P/D

Recommendation clarifies definition and supports use of term "battlespace" in IPB

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 181

Substantive Issue *(USSTRACOM)*

Recommendation: Add the following "white" boxes on the Joint Battlespace Awareness Taxonomy chart at the bottom of the "Observation & Collection (All Domains)" blue box:
Space Control (SSA)
Space Force Enhancement (ISR/Environmental Monitoring
Add the following "white" box under the "Dissemination & Integration" blue box:
Space Force Enhancement (ITW/AA)

Rationale: These additions indicate how Joint Space Operations supports the Joint Battlespace Awareness JCA.

Pros / Cons

Pros:

- JBA definition for all domains includes space operations
- Suggest seek resolution in Joint Space Operations

Cons:

- None

JCA OPR Position – A/**R**/P/D

Space is included in definition of “all domains” in the JBA taxonomy, page 5. Also, see “Joint Space Operations” slide 13, for coverage of recommendation

Follow-on

- Adjudicate with Joint Space Operations

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 182

Substantive Issue *(OPNAV)*

The definition of IPE appeared limited to a single methodology & database for tracking, analyzing, and utilizing a broad scope of dynamic data.

Recommendation: Change the definition of Jt BA Tier 2b Intelligence Preparation of the Environment to read "Analytical methodologies employed to reduce uncertainties concerning the enemy, environment (air, sea, littorals & terrain) for all types of operations. Intelligence Preparation of the Environment (IPE) facilitates extensive databases for potential opareas, which can be accessed or analyzed to determine potential impacts on friendly and enemy operations. Because environmental data (especially air & sea attributes) is highly perishable, IPE is a continuous process." (Modified from JP 2-01, 7 Oct 04)

Rationale: These subtle changes make the definition more simple, joint, & inclusive, and less intel-centric.

Pros / Cons

Pros:

- Changing IPE to IPB (from Comment 167) makes Comment 182 moot

Cons:

- OPNAV recommendation does correct deficiency in the IPE definition

JCA QPR Position – R

Reject because of previous change to Comment 167 (changing IPE to IPB).

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 183

Substantive Issue *(OPNAV)*

Slide refers to ISR architecture development. Definitions refer only to Intelligence architecture development.

Recommendation: Match definition with slide. Requirement should be to develop architecture for ISR, rather than intelligence only.

Rationale: More inclusive. Clarity.

Pros / Cons

Pros:

- Corrects mismatch between lexicon and taxonomy
- ISR is a broader term than intelligence
- ISR is more inclusive for architecture development

Cons:

- None

JCA OPR Position – A/R/P/D

Recommendation clarifies term. The lexicon and taxonomy were not consistent. Update to ISR

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 184

Substantive Issue *(OPNAV)*

Remove phrase “Specially designed systems”

Recommendation: Replace with “designated systems”

Rationale: The selection of systems for enabling intelligence product dissemination/smart push-pull should not be separate from other net-centric enterprise efforts.

Pros / Cons

Pros:

- Clarifies term
- Removes limiting interpretation of what i “specially designed system”

Cons:

- None

JCA OPR Position – A/R/P/D

Replacement of “specially designed systems” was limiting. Also, use of “specially designed systems” may imply stove-piped systems

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 185

Substantive Issue *(HQUSAF AF/XOS-F)*

Recommendation: "A collection requirement is an established intelligence need (i.e., the annual JCS WMD Threat Prioritization Report) considered in the allocation of intelligence resources to fulfill the … other intelligence needs of the commander with "designated systems"

Rationale: It's important to provide at least one example of "an established intelligence need". This information will aid anyone who is trying to figure out how to influence the intelligence collection decision-making process. The example should be of an established intelligence need, such as the annual WMD Threat Prioritization Report, which identifies COCOM requirements for intelligence information related to CBRN threats (states and non-state actors). The example should also be indicative of a source that has a proven track record of influencing intelligence collection decisions. The WMD Threat Prioritization Report has had only limited success with the latter; however, in lieu of a better example, we recommend using it.

JCA OPR Position – A/**R**/P/D

Recommendation of adding an "intelligence need" example may not support full understanding of the term if the audience questions a potentially weak example.

Pros / Cons

Pros:

- Avoids confusion caused by selecting an example that may not be universally understood

Cons:

- Use of a properly selected example, in certain cases, can strengthen the process of understanding

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 186

Substantive Issue *(HQUSAF AF/XOS-F)*

Recommendation: Add a new entry.
"Chemical/Biological – Collect and store detected toxic chemical particles/material that cause toxic effect in exposed personnel, and microorganisms that cause disease or the deterioration of materiel."

Rationale: Correct an omission. The section contains "nuclear/radiological" but failed to include the required capability to collect and monitor "chemical and biological warfare agents" and "chemical agents", as required by the National Military Strategy for Combating WMD (i.e., CBRN). The narrative in the recommendation is derived from the definitions of the terms "biological agent" and "chemical agent" as found in JP 1-02, and used in JP 3-40, and the definitions of the terms "toxic industrial chemicals" and "toxic industrial materials", as found in the National Military Strategy for Combating WMD (publication pending).

Pros / Cons

Pros:

- Modified definition includes fuller range of potential threats to include chemical and biological

Cons:

- None

JCA OPR Position – A/R/P/D

Recommendation brings definition into fuller range of potential threats.

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 187

Substantive Issue *(OPNAV)*

Definition of Geophysical is not complete.

Recommendation: Change the definition of "Geophysical" to read: "Collect and store acoustic, oceanographic, hydrographic, meteorological, riverine, and terrain data."

Rationale: This more completely describes the battlespace natural environment.

Pros / Cons

Pros:

- Definition is more complete with addition geophysical elements

Cons:

- None

JCA OPR Position – A/R/P/D

Recommendation provides fuller range of geophysical aspects – e.g., adding examples such as meteorological and terrain data

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 188

Substantive Issue *(OPNAV)*

Clarify definition.

Recommendation: Change "environment" to read "natural environment."

Rationale: Clarifies.

Pros / Cons

Pros:

- Addition of "natural" limits aspects of man-made impacts on the environment

Cons:

- Use of "natural" covers majority of environmental factors

JCA OPR Position – A/**R**/P/D

Addition of "natural" environment is limiting. Addition precludes aspects such as man-made factors of the environment

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 189

Substantive Issue *(OPNAV)*

Expand modeling and simulation definition to include the natural environment.

Recommendation: Add the following sentence: "Use of numerical prediction systems to assess and forecast the natural environment."

Rationale: Ensures inclusion of a significant elements of DoD Joint modeling and simulation.

Pros / Cons

Pros:

- Modification to the M&S definition limits th definition and emphasize the simulation of n aspects over the full range of potential M&S

Cons:

- Modeling of natural aspects of the environment is a major component and use of M&S

JCA OPR Position – A/**R**/P/D

Addition of "natural" to the M&S definition is limiting. As written, M&S includes modeling the environment to include natural aspects of the environment

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 190

Substantive Issue *(OPNAV)*

Expand definition to include space environment.

Recommendation: In both lines, after the word "geospatial" add "astronomical."

Rationale: Identified role of astronomical information in Joint Command and Control.

Pros / Cons

Pros:

- Improved definition with inclusion of spac

Cons:

- None

JCA OPR Position – A/R/P/D

Recommendation does improve definition by including the space environment

Follow-on

UNCLASSIFIED

JBA – BA FCB

Tier 2 – Comment 191

Substantive Issue *(OPNAV)*

Predictive analysis definition was limited to intel processes.

Recommendation: Add the following sentence: "Provides assessment of the forecast natural environment and its impact on joint force operations and enemy course of action"

Rationale: Incorporates impact of the natural environment on joint force planning.

Pros / Cons

Pros:

- Definition was limited to intelligence proc
- Recommendation was an improvement ex

for use of "natural"

Cons:

- Use of "natural" limits definition of environment

JCA OPR Position – A/R/P/D

Lexicon definition as written is limiting. Input to change is an improvement. Recommendation is accepted as written except for the use of "natural." In Comments 187 and 188 – use of term "natural" was rejected because of its limiting aspect to the definition of environment

Follow-on

UNCLASSIFIED

JCA Breakout Session Group 5

Joint Shaping

Joint Stability Operations

Joint Information Operations

Joint IGO/NGO Coordination

Joint Public Affairs Operations

UNCLASSIFIED

Joint Shaping

UNCLASSIFIED

JS – FM FCB

Tier 1 – Comment #51

Substantive: Definition of Joint Shaping

Recommendation: Approve definition

Rationale: Approved in Jan 05 at OPDEPS TANK.

Pros / Cons

Pros:

- Provides adequate explanation of capability.

Cons:

- Discusses both effects and capabilities.
- Can be confusing.

JCA OPR Position – A/R/P/D

Accept:

- Definition already inserted in revised draft.

Follow-on

- Advocate the Joint Shaping JCA!

UNCLASSIFIED

JS – FM FCB

Tier 2 – Comment #143

Critical : DSPD: Confusing and possibly misunderstood capability definition." [JFCOM-JPASE]

Recommendation: Change to read: "This ability can include public information activities as well as information operations [consisting of multi-media programs such as websites, radio, print, and television] to assist selected host nations and the Department of State in reaching foreign target audiences through communication channels such as websites, radio, print, and television."

Rationale: Current wording seems to indicate that only IO has multi-media capability. Public information activities can employ the same methods and usually are the method of first choice when shaping operations are directed at broad audiences.

Pros / Cons

Pros:

- Added Accuracy

Cons:

- Matter of semantics
- Portion of rationale with regard to DSPD is not J5's assessment.

JCA OPR Position – A/R/P/D

Accept:

- Makes sense, provides added clarity

Follow-on

- Adjudicate comment

UNCLASSIFIED

JS – FM FCB

Tier 2 – Comment #144

Critical SIEC *(JFCOM-JPASE)*

Recommendation: Replace entire definition with Strategic Communication definition from QDR.

Rationale: QDR definition is more succinct and encompassing

Pros / Cons

Pros:

- Uses most current definition.
- Can include SC as a stand alone definition.

Cons:

- Captures only a portion of the activities/scope intended of SIEC

JCA OPR Position – A/R/P/D

Partial:

- Strategic Communication is a "sub set" or part of Joint Shaping, but QDR definition as is does not fully encompass the SIEC elements of Joint Shaping.
- Include SC in definition.
- Needs operational language as well.

Follow-on

- Adjudicate comments with JPASE.

UNCLASSIFIED

JS – FM FCB

Tier 2 – Comment #145

ritical: Analytical Support & Assessment *(JFCOM-JPASE)*

Recommendation: Change to read: Analytic Support and Assessment - The ability to collect, analyze, fuse and assess information pertaining to target audience analysis, foreign public opinion polling, [foreign] media analysis, [foreign] public opinion analysis, identifying sources of influence, mapping the media environment, measures of effectiveness, perception management, human factors analysis, and cultural/societal analysis in order to achieve a holistic assessment of the information environment and support [strategic information and engagement] strategic communication activities.

Rationale:. Analytical Support and Analysis should not be limited to foreign audiences. Monitoring and evaluating all media coverage and public opinion (not conducting polling in the US but analysis of polling data) both domestic and foreign is key to assessing the effectiveness of joint shaping operations.

Pros / Cons

Pros:

•Clarifies need for both domestic and foreign analysis.

Cons:

•SIEC at least implies operational considerations.

JCA OPR Position – A/R/P/D

Partial:

•Concur with first part of change, but not the removal of “strategic information and engagement.”

Follow-on

Adjudicate comments with JPASE.

UNCLASSIFIED

JS – FM FCB

Tier 2 – Comment #146

Substantive SIEC definition *(J5 DDSP)*

Recommendation: Change definition as follows: Strategic Information & Engagement Coordination (SIEC) – The ability to coordinate Joint Force Commander and DoD information and engagement activities to collaboratively shape the operational environment by engaging foreign audiences in order to achieve desired effects. These activities may include the activities of Defense Support to Public Diplomacy (DSPD), Military Diplomacy (MD), Security Cooperation, Public Affairs (PA), Information Operations (IO), and Civil-Military Operations (CMO). These information and engagement activities They shall be integrated into military planning and operations, synchronized with the elements of national power, and coordinated with Interagency and coalition partners. This coordination is essential in order to establish shared situational awareness to achieve unity of effort and synergistic effects. Effectively coordinating and de-conflicting activities is a capability multiplier for the Joint Force Commander.

Rationale: Provides a clearer definition.

Pros / Cons

Pros:

- Matches exact words…"information & engagement."

Cons:

- Proposed difference is largely semantic.

JCA OPR Position – A/R/P/D

Reject:

- Current definition is adequate.

Follow-on

- Review history of definition with J3 and J7.

UNCLASSIFIED

JS – FM FCB Tier 2 – Comment #147

Substantive Delete definition of Technology Protection *(JS J6 }*

Recommendation: Reconsider deleting the definition of Technology Protection. The definition, "Actions taken to deny adversaries the opportunity to exploit friendly information and information systems for their own purposes." is very close to the Information Assurance definition of, "The ability to provide the measures that protect and defend information and information systems by ensuring their availability, integrity, authentication, confidentiality, and non-repudiation. This includes providing for restoration of information systems by incorporating protection, detection, and reaction capabilities."

Rationale: Technology Protection definition is too narrowly defined.

Pros / Cons

Pros:

- Recommended by the Functional experts.
- J6 to review and respond.

Cons:

- N/A
- Admin: "outside" JS section

JCA OPR Position – A/R/P/D

Defer:

- Agree with rationale provided.
- Not a J5 or Joint Shaping equity.

Follow-on

- J6 to assume lead for resolution.

UNCLASSIFIED

JS – FM FCB Tier 2 – Comment #148

Substantive **Include Threat Reduction Cooperation in JS"** *(J-5, DDWOT }*

Recommendation: Add Threat Reduction Cooperation as a Tier 2 JCA. Define as "Activities undertaken with the consent and cooperation of host nation authorities to enhance physical security, and to reduce, dismantle, redirect, and/or improve protection of a State's existing WMD program, stockpiles, and capabilities. (Derived from Draft NMS-CWMD)"

Rationale: Threat Reduction Cooperation is included as one of the 8 mission areas in the draft NMS-CWMD. It is an important part of USG nonproliferation efforts and is cooperative in nature and fits more clearly under Joint Shaping.

Pros / Cons

Pros:

Supports NMS-CWMD

Cons:

- Adds additional Tier 2 JCA
- Requires clarification between proliferation/counter proliferation and threat reduction.

JCA OPR Position – A/R/P/D

Accept:

- Argument supported by DOD support to Non-Proliferation Domain (Tier 2).

Follow-on

- Adjudicate with J5 DDWOT.
- Need to determine whether Threat Reduction "supercedes" Non-proliferation and Counter-proliferation.
- Add Tier 2 JCA to wiring diagram.

UNCLASSIFIED

JS – FM FCB Tier 2 – Comment #149

Substantive Improper linking of Psychological Operations (JSOIO) under Defense Support to Public Diplomacy (JS) *(USJFCOM)*

Recommendation: Psychological Operations (JSOIO) should be a sibling (equal) to Defense Support to Public Diplomacy (JS).

Rationale: Need to have consistent supported/supporting relationships between JCAs. List them as equal per slide 15 (JSOIO).

Pros / Cons

Pros:

Cons:

•DSPD consists of PA, Military Diplomacy, and IO. PSYOP is a sub-component of IO; thus PSYOP and DSPD are not “siblings.”

JCA OPR Position – A/R/P/D

Reject

PSYOP is but one component/element of DSPD. Therefore, it is proper to have PSYOP subordinate to DSPD.

Follow-on

•Adjudicate w JPASE & JFCOM (J9).

UNCLASSIFIED

JS – FM FCB Tier 2 – Comment #150

Substantive Improper linking of Public Information (JPAO) under Defense Support to Public Diplomacy (JS) *(USJFCOM }*

Recommendation: Public Information (JPAO) should be a sibling (equal) to Defense Support to Public Diplomacy (JS).

Rationale: Need to have consistent supported/supporting relationships between JCAs. List them as equal per slide 17 (JPAO).

Pros / Cons

Pros:

Cons:

- Public Information and DSPD are not "siblings." Public Information is one of three components that comprise DSPD along with IO and Military Diplomacy.

JCA OPR Position – A/R/P/D

Reject

Public Information is one component of DSPD. Therefore, it is proper to have Public Information subordinate to DSPD.

Follow-on

- Adjudicate w JPASE & JFCOM (J9).

UNCLASSIFIED

JS – FM FCB Tier 2 – Comment #151

Substantive Change diagram *(CENTCOM)*

Recommendation: Under Tier 1 JCA Joint Shaping and alongside Tier 2 JCA Nonproliferation, add new Tier 2 white block “Counterproliferation”

Rationale: Counterproliferation is a complementary capability alongside nonproliferation for joint shaping of environments involving combating WMD.

Pros / Cons

Pros:

- Provides full consideration with regard to proliferation considerations.

Cons:

JCA OPR Position – A/R/P/D

Partial:

- Sound argument. Can the domain be combined as “ nonproliferation and counter-proliferation?
- Does this achieve the intended effect?

Follow-on

- Adjudicate with CENTCOM.

UNCLASSIFIED

JS – FM FCB Tier 2 – Comment #152

Substantive Add reference
(USSTRATCOM}

Recommendation: Add reference to source of Strategic Information & Engagement Coordination lexicon entry.

Rationale: Improves substantiation and argument of lexicon entry. Also, it adds consistency IAW the JCAMP's JCA lexicon rule set.

Pros / Cons

Pros:

Cons:

JCA OPR Position – A/R/P/D

Partial:
•Concur with the argument. Once definition is approved and adjudicated, a reference or source may be provided.
•Currently, SIEC encompasses portions of the current definition of Strategic Communication as

Follow-on

•New term that originated from J3/J5/J7 and STRATCOM AOs.

•Will research background to the SIEC's development.

UNCLASSIFIED

JS – FM FCB Tier 2 – Comment #153

Substantive Too many activities in DSPD *(CHINFO }*

Recommendation: Designate DSPD as a Tier 2 JCA supported by the Tier 1 Joint Public Affairs Operations JCA vice Tier 1 Joint Shaping JCA.

Rationale: DSPD describes the role component PAOs perform in support of DoS overseas. Specifically, PA tasks such as communication planning ISO U.S. foreign policy, coordination of themes and messages, press conferences/interviews/backgrounders with foreign officials and foreign press, overseas community relations programs, foreign media analysis, placement of opinion pieces in foreign press, countering of misinformation and coordination of visual information activities are examples of direct support of the DoS public diplomacy mission.

Pros / Cons

Pros:

Cons:

- Although PA plays a major role in DSPD, it is not the only contributor to DSPD. IO also adds significantly to DSPD (Theater Security Cooperation Plans, Military Information Support Teams) as well as Military Diplomacy.

JCA OPR Position – A/R/P/D

Reject:

- DSPD encompasses more than PA. IO and Military Diplomacy are also critical to DSPD's success and essential in its execution. DSPD is major component to Joint Shaping.
- The appropriate location for DSPD is

Follow-on

- Pending adjudication with CHINFO & JPASE.

UNCLASSIFIED

JS – FM FCB Tier 2 – Comment #154

Substantive Delete SIEC as Tier 2 *(CHINFO}*

Recommendation: Eliminate Strategic Information & Engagement Coordination (SIEC) as a Tier 2 JCA.

Rationale: While coordination and deconfliction among the disciplines identified in the description of SIEC to achieve desired effects is essential, it does not rise to the level of creating a separate capability to perform those tasks. The capability to engage in the process of that coordination and deconfliction should already be resident in each of those Tier 1 and 2 capabilities. Many other Tier 1 and 2 capabilities have similar relationships requiring coordination and deconfliction, but a separate capability is not required to perform that function.

Pros / Cons

Pros:

Cons:

- Eliminates an essential Tier 2 capability

JCA OPR Position – A/R/P/D

Reject:

- Concur with importance of process
- SIEC remains a Tier 2 capability.

Follow-on

- SIEC is Tier 2 for JS and is best aligned as such.
- Need to adjudicate with CHINFO.

UNCLASSIFIED

JS – FM FCB Tier 2 – Comment #155

Substantive Communication Assessment & Evaluation and Analytical Support & Assessment overlap *(CHINFO }*

Recommendation: Eliminate Communication Assessment & Evaluation as a Tier 2 capability. Include AS&A on the JPA Ops chart as a Tier 2 JCA Supported by another Tier 1 JCA.

Rationale: The capability described in CA&E is a subset of AS&A. The lexicon for the two demonstrates they are similar, with AS&A involving a deeper examination of the impact of information and engagement activities.

Pros / Cons

Pros:

Cons:

- Metrics and Assessment critical to Joint Shaping.

JCA OPR Position – A/R/P/D

Reject:

- CA&E is an integral element in Joint Shaping; support 2004 DSB report recommending this.

Follow-on

- Adjudicate with CHINFO.

UNCLASSIFIED

JS – FM FCB Tier 2 – Comment #156

Substantive Analytical Support & Assessment activities are duplicative and can be better shared across capabilities. *(CHINFO)*

Recommendation: Change ". . . fuse and assess . . ." to ". . . fuse, assess and disseminate . . ."

Rationale: AS&A has multiple practitioners and consumers (e.g. PA, PSYOP, Intel, Shaping). The capability as currently described does not articulate the importance of ensuring all the participants in the contribute to, and benefit from, the products created from AS&A.

Pros / Cons

Pros:

Cons:

JCA OPR Position – A/R/P/D

Accept:

- Clarifies full scope of AS&A.

Follow-on

- Incorporate Change

UNCLASSIFIED

JS – FM FCB Tier 2 – Comment #157

Substantive Definition *(USAF}*

Recommendation: "Inducements – The ability to influence or mitigate an adversary's decision-making consequence of restraint. For example, shared early warning provided by the U.S. … could influence them to restrain … activity. Shared early warning may induce would mitigate the adversary to eschew actions that may adversary's risk of being pre-empted. In another example, assume may be an adversary's decides decision to forgo WMD ownership in response to U.S. Global Deterrence efforts. To induce mitigate the adversary's decision to take the path of safe and secure WMD elimination consequences of restraint, the U.S. may can offer to provide assistance in safely transporting, securing, deweaponizing or neutralizing WMD."

Rationale: Clarity. The original text is incomprehensible. It is unclear what "mitigate an adversary's consequence of restraint" means. Inducements are to motivate behavior not to mitigate behavior. Inducements are indicative of influence.

Pros / Cons

Pros:

Cons:

JCA OPR Position – A/R/P/D

Defer:

- Concur with rationale.
- Not part of Joint Shaping

Follow-on

To be reassigned.

UNCLASSIFIED

Joint Stability Operations

UNCLASSIFIED

JStO – FA FCB Tier 1 – Comment 1,2

Critical Issue

(US Army TRADOC Futures Center USJFCOM J9/JCD&E)

Recommendation: Change title from "Joint Stability Operations" to "Military Support to Stability Operations". And change lexicon and taxonomy of the Joint Stability Operations JCA to be consistent with NSPD 44 and DoDD 3000.05

Rationale: Consistency and correctness with latest Presidential and SecDef guidance and policy. It is important for JCAs to mirror both the lexicon and intent of guidance established by the President and the SecDef

Pros / Cons

Pros:

- Definition/description would be consisten with DoDD 3000.5 and CJCS Notice xxx language

Cons:

- None

JCA OPR Comment – A/R/P/D

Title and description will be changed to to be consistent with NSPD the DoDD and the CJCS Notice (draft).

Which accurately reflected would be - "Stability Operations: Military support to Stability, Security, transition and reconstruction (SSTR)".

Definition in notes page.

Follow-on

UNCLASSIFIED

JStO – FA FCB Tier 1 – Comment 3

Substantive Issue (OPNAV N708)

Recommendation: Joint Stability Ops Tier 1 JCA should be assigned to the Focused Logistics (FL) FCB

Rationale: The preponderance of Tier 2 JCAs reside in FL. These include: Humanitarian Assistance (medical care, evacuation, …) and Reconstruction (operational engineering and oversight of materials).
Security is clearly FA function

Pros / Cons

Pros:

-

Cons:

-

JCA OPR Comment – A/R/P/D

- The coordination/ rationale for binning Tier 1 JCAs has already been agreed to.

Follow-on

UNCLASSIFIED

JStO – FA FCB Tier 1 – Comment 4

Substantive Issue (OUSD(AT&L))

Recommendation: The top level description of Stability Operations JCA includes conventional combat operations – eliminate this part of the description as this is covered on other JCAs

Rationale: Clarify the overall JCA Focus

Pros / Cons

Pros:

- None

Cons:

- Definition/description would not be consistent with DoDD 3000.5 and CJCS Notice xxx language

JCA OPR Comment – A/R/P/D

The definition/description of Joint Stability Operations will be re-written to be consistent with DoDD 3000.5 and CJCS Notice. The directive and the notice are consistent and specifically cites “military activities conducted across the spectrum from peace to conflict.”

Follow-on

UNCLASSIFIED

JStO – FA FCB Tier 1 – Comment 5

Substantive Issue (OUSD(AT&L))

Recommendation: Stability Operations is included in the description of Land Operations JCA. There is a separate JCA that covers those tasks. There are also Land operations tasks in Stability JCA. Either merge the JCAs or eliminate the overlapping tasks

Rationale: Clarifies the focus of Land Operations JCA and Stability Operations JCA.

Pros / Cons

Pros:

- None – If merged will still have overlap w Other JCAs

Cons:

- Lose visibility of Stab Ops as a Tier 1 JCA

JCA OPR Comment – A/R/P/D

- Eliminate Overlap - Overlap of functions between JCAs is appropriate; according to the JCA rules, Tier 1 JCAs can and do support other Tier 1 JCAs
- Merge - The coordination/ rationale for binning Tier 1 JCAs has already been agreed to

Follow-on

UNCLASSIFIED

JStO – FA FCB Tier 2 – Comment 12

Critical Issue (US Army TRADOC Futures Center)

Recommendation: Change Tier 2 JCAs to align with DoDD 3000.05 paragraph 4.3 tasks of **Rebuilding indigenous institutions, Revive or rebuild the private sector, Develop representative governmental institutions.**

Rationale: Consistency and correctness with NSPD and DoDD. Important for JCAs to mirror both language and intent of Presidential and SecDef guidance.

Pros / Cons

Pros:

Cons:

JCA OPR Comment – A/R/P/D

The current Tier 2 JCAs are consistent with the DODD 3000.05. The **Restoration** Tier 2 JCA captures the tasks mentioned identified.

Definition in notes page.

Follow-on

UNCLASSIFIED

JStO – FA FCB Tier 2 – Comment 13

Critical Issue (ASD(NII))

Recommendation: Basic Services Restoration Lexicon
Include **power** and **communications** in the listing of critical infrastructure that has to be established or reestablished

Rationale: Consistency with NSPD-44, DoDD 3000.05, and JP 3-08. Power and communications infrastructure are required for the coordination and provision of all other emergency response services

Pros / Cons

Pros:

- Identifies additional critical infrastructure Areas that must be addressed

Cons:

- None

JCA OPR Comment – A/R/P/D

Stab Ops JCA should be consistent with NSPD-44 and DoDD 3000.05

Follow-on

UNCLASSIFIED

JStO – FA FCB Tier 2 – Comment 14

Critical Issue (USJFCOM J9/JCD&E)

Recommendation: Under "US Government Interagency Integration" include Tier 2b boxes for "Intergovernmental Organization Coordination" (JIINC) and Non governmental Organization Coordination" (JIINC)

Rationale: DoDD 3000.05 cite Joint Interagency/IGO/NGO Coordination. IGO and NGO pieces are missing

USJFCOM J9/JCD&E

Pros / Cons

Pros:

- Gives visibility to ALL Tier 2 JCAs for the Tier 1 JIINC JCA

Cons:

- Adds to the hierarchical complexity – subsumes all of the JIINC JCA under Stab Ops

JCA OPR Comment – A/R/P/D

- Under the Joint Interagency / IGO/NGO Coordination Tier 1 JCA the cited Tier 2 JCAs are equal in hierarchy. All of JIINC JCA would be incorporated . Tier 1 JCAs can and do support other Tier 1 JCAs

- If the identified Tier 2 JCA is correctly accomplished, it should identify actions required for the other JIINC Tier 2 JCAs

Follow-on

UNCLASSIFIED

JStO – FA FCB Tier 2 – Comment 15

Critical Issue (ASD(NII))

Recommendation: Reconstruction Lexicon
Include **power** and **communications** in the example listing of critical systems and infrastructure

Rationale: Consistency with NSPD-44, DoDD 3000.05, and JP 3-08. Power and communications infrastructure are required for the coordination and provision of all other emergency response services

Pros / Cons

Pros:

- Identifies additional critical infrastructure

Areas that must be addressed

Cons:

- None

JCA OPR Comment – A/R/P/D

Stab Ops JCA should be consistent with NSPD-44 and DoDD 3000.05

Follow-on

UNCLASSIFIED

JStO – FA FCB Tier 2 – Comment 16

Substantive Issue (USJFCOM J9/JCD&E)

Recommendation: Include white box entitled "Develop and Maintain Shared Situational Awareness and Understanding" (JC2)

Rationale: DoDD 3000.05 policy paragraphs 4.10 and 4.12 reference intelligence efforts and sharing of information

USJFCOM J9/JCD&E

Pros / Cons

Pros:

- Provides positive linkage to the JC2 Tier 1 JCA

Cons:

- Adds to the hierarchical complexity, there are numerous Tier 2 JCAs from JC2 that are applicable to Stability Ops

JCA OPR Comment – A/R/P/D

- Adds to the hierarchical complexity, there are numerous Tier 2 JCAs from JC2 that are applicable to Stability Ops
- Tier 1 JCAs can and do support other Tier 1 JCAs

Follow-on

UNCLASSIFIED

JStO – FA FCB Tier 2 – Comment 17

Substantive Issue (USJFCOM J9/JCD&E)

Recommendation: Include white box titled "Develop Skills" (JFG)

Rationale: DoDD 3000.05 policy paragraph 4.11 includes a discussion of Stability Operations Skills

USJFCOM J9/JCD&E

Pros / Cons

Pros:

- Identifies a critical capability area for Stabs Ops

Cons:

- Adds to the hierarchical complexity

JCA OPR Comment – A/R/P/D

Concur. Paragraph 4.11 states, "Stability operations skills, such as foreign language capabilities, regional area expertise, and experience with foreign governments and International Organizations, shall be developed and incorporated into Professional Military Education at all levels."

Follow-on

UNCLASSIFIED

JStO – FA FCB Tier 2 – Comment 18

Substantive Issue (USJFCOM J9/JCD&E)

Recommendation: Include white box entitled “Planning” (JFM)

Rationale: DoDD 3000.05 paragraph 4.8 includes discussion of planning requirements.

Pros / Cons

Pros:

- None

Cons:

- Adds to the hierarchical complexity
- The issue reference used should be captured during the current DoDD 3000.05 implementation efforts

JCA OPR Comment – A/R/P/D

Reject – All JCAs have an inherent responsibility to train. Para 4.8 discusses CONPLANS/OPLANS and exercising same.

Follow-on

UNCLASSIFIED

JStO – FA FCB Tier 2 – Comment 19

Substantive Issue (CENTCOM J5-C)

Recommendation: Place "Basic Services Restoration" sub to "Reconstruction" and "Building Military Partner Capacity" and "Building Military Partner Capability" sub to "Security"; Capacity and Capability could also be placed under "Consequence Management" as well as "Humanitarian Assistance"

Rationale: More appropriate placement of capabilities

CENTCOM J5-C

Pros / Cons

Pros:

- Partially aligns Tier 2B JCAs based on the primary lead, civil or military.

Cons:

- Does not maintain a consistent thread based on the primary lead.

JCA OPR Comment – A/R/P/D

- **Non-Concur** with "Basic Services Restoration" sub to "Reconstruction" - Reconstruction primarily civil led
- **Concur** with "Building Military Partner Capacity" and "Building Military Partner Capability" sub to "Security". Maintains consistency with civil and military hierarchies.

Follow-on

UNCLASSIFIED

JStO – FA FCB Tier 2 – Comment 20

Substantive Issue (OPNAV N813)

Recommendation: The scope "Reconstruction" is very large, and should have the following underlying Tier 2b Capabilities added: Physical, Economic, Justice, Governance and Societal.

Rationale:
Provides better clarity of required capabilities

OPNAV N813

Pros / Cons

Pros:

- Provides visibility to the reconstruction areas of interest

Cons:

- Adds to the complexity by populating additional hierarchy in the JCAs

JCA OPR Comment – A/R/P/D

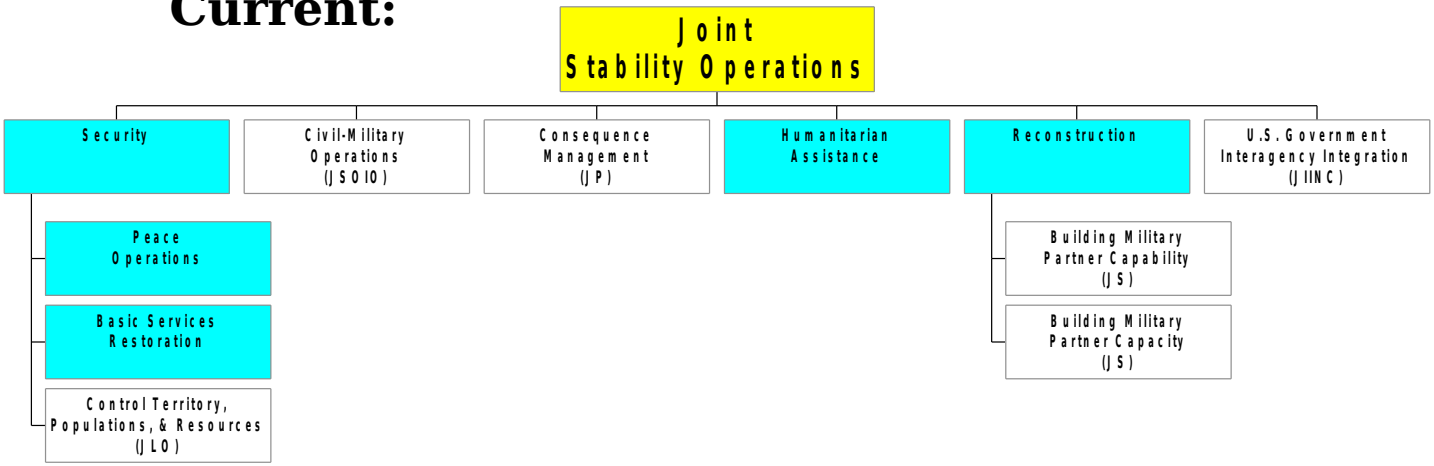
- Tier 2B JCAs are not part of the taxonomy
- Current "Reconstruction" lexicon already includes Physical, Economic, Justice, Governance and Societal areas of focus in its definition.

Follow-on

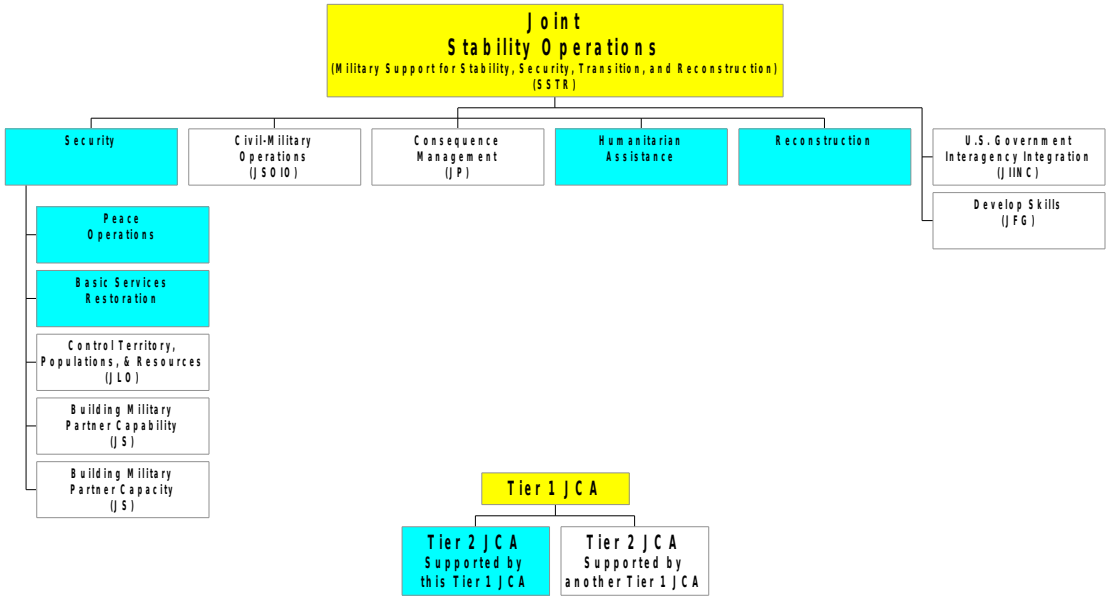
UNCLASSIFIED

Joint Stability Operations Taxonomy

Current:



Revised:


Joint
Stability Operations
(Military Support for Stability, Security, Transition, and Reconstruction) (SSTR)
Security
Civil-Military Operations (JSOIO)
Consequence Management (JP)
Humanitarian Assistance
Reconstruction
U.S. Government Interagency Integration (JIINC)
Develop Skills (JFG)
Peace Operations
Basic Services Restoration
Control Territory, Populations, & Resources (JLO)
Building Military Partner Capability (JS)
Building Military Partner Capacity (JS)
Tier 1 JCA
Tier 2 JCA Supported by this Tier 1 JCA
Tier 2 JCA Supported by another Tier 1 JCA

UNCLASSIFIED

Joint Information Operations

UNCLASSIFIED

JInO – FA FCB Tier 1 – Comment 19

Critical Issue (JFCOM)

Recommendation: In the JCA lexicon, add Public Affairs (PA) as an explicitly mentioned Related Capability along with Civil-Military Operations and Defense Support to Public Diplomacy

Rationale: PA is a capability closely related to IO. Mentioning it explicitly will highlight that communication objectives and tactics must be deconflicted and help to ensure the two efforts are not working at cross purposes.

Pros / Cons

Pros:

- Relationship between IO and PA is a sensitive issue: any measure to help ensure coordination & deconfliction is worth considering
- If any supporting capability is to be mentioned, PA has strongest case

Cons:

- List is not meant to be all-inclusive
- For lexicon to match taxonomy, PA would have to shown as a supporting capability under IO, which violates the JCA rule set.

JCA OPR Comment – A/R/P/D

List is not meant to be all-inclusive: For JCA purposes, PA was deliberately not specifically called out since the JCA rule set does not allow including a tier 1 capability subordinate to a another tier 1. This was introduced during previous JCA staffing and rejected.

Follow-on

UNCLASSIFIED

JInO – FA FCB Tier 2 – Comments 31 & 32

Critical Issue (ASD(NII) & J6)

Recommendation: Delete Computer Network Defense (CND) from the Joint Info Opns JCA (or make it a supporting capability) and add it as a primary tier 3 capability under Net-Centric Opns/Information Assurance

Rationale: Numerous DoD documents show CND as a sub-set of information assurance, including DoDD 8500.1, DoDD 5144.1, NetOps CONOPs, and JP 6.0.

Pros / Cons

Pros:

- Provides better framework for capabilities-based planning, major trade analysis, and decision-making
- Consistent with DoD 8500 and GIG IA

Cons:

- Contrary to JP 3-13 and Information Operations Roadmap
- Fails to consider distinctions between operational defense and technical management of the GIG (J3 vs J6 roles)

JCA OPR Comment – A/R/P/D

Partially Agree- but for different reason. Making CND a tier 3 under IA would provide a better framework for making trade-space analysis and capabilities-based decisions, which is how we currently approach IA/CND. Compromise: Add CND as supporting tier 3 capability under JNCO/IA.

Follow-on

UNCLASSIFIED

JInO – FA FCB Tier 2 – Comment 33

Substantive Issue (J8)

Recommendation: JInO JCA should only have 5 tier 2 capabilities.

Rationale: The definition of information operations includes 5 specific sub sets of capabilities and this should be reflected in the taxonomy

Pros / Cons

Pros:

- Simplifies definition and taxonomy

Cons:

- Slide captures the supporting and related capabilities mentioned in the lexicon- not just the core capabilities

JCA OPR Comment – A/R/P/D

The lexicon mentions supporting and related capabilities *in addition* to the core. The slides correctly include them as “white” or supporting capabilities.

Follow-on

UNCLASSIFIED

JInO – FA FCB Tier 2 – Comment 34

Substantive Issue (OUSD(AT&L))

Recommendation: Reword the Net-Centric JCA to capture the intent of the Information Operations task and eliminate Computer Network Attack from the Information Operations JCA

Rationale: Information Operation Tier Two task of Computer Network Attack covers tasks already covered in the Net-Centric JCA.

Pros / Cons

Pros:

- Highlights important deconfliction that must occur between attacking enemy networks and assuring friendly information

Cons:

- Contrary to JP 3-13 and Information Operations Roadmap
- Net Centric JCA not the best place to make

JCA OPR Comment – A/R/P/D

Based on intent of JCAs to facilitate capabilities-based planning, major trade analysis, and decision-making, CNA should remain a primary tier 3 capability under JInO/CNO, particularly with respect to EA, MilDec, and PSYOP

Follow-on

UNCLASSIFIED

JInO – FA FCB Tier 2 – Comment 35

Substantive Issue (J6)

Recommendation: Consider deleting Supporting Capabilities and Related Capabilities.

Rationale: Definitions should be able to stand-alone.

Pros / Cons

Pros:

- Simplifies definition of information operat

Cons:

- Supporting and related capabilities have an important relationship with IO that the IO Roadmap recognized.

JCA OPR Comment – A/R/P/D

Supporting and related capabilities are either directly or indirectly involved in the information environment and contribute to effective IO. Including them helps to ensure they are integrated and coordinated with the core capabilities.

Follow-on

UNCLASSIFIED

Joint IGO/NGO Coordination

UNCLASSIFIED

JIINC – JT FCB Tier 1 – Comment 44, 48,

Substantive Issue *(Marine Combat Development Command; CENTCOM/CCJ3-E ; JFCOM – JT FCB)*

Recommendation: Delete Joint Interagency / IGO / NGO Coordination as a Tier 1 JCA, and include it within the Joint Command and Control JCA.

Rationale: Coordination should be an element of Command and Control.

Pros / Cons

Pros:

- No JIINC expertise in JT FCB.

Cons:

- No JIINC expertise in C2 FCB.
- Reduced visibility of JIINC regardless of where it ends up.

JCA OPR Position – A/R/D

Originally assigned to JFG. There is no direct relationship to either JFG or C2, nor do either have any JIINC technical expertise, therefore there is no value added in moving it to C2.

Defer pending additional cross-FCB/JCA (C2) OPR discussions.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JIINC – JT FCB Tier 1 – Comment 45

Critical Issue *(ATFC-F)*

Recommendation: Rewrite the JIINC description to read; "The ability to effectively coordinate between elements of the Department of Defense and other entities, to include engaged U.S. government agencies, multinational partners, supported host nation governments, international organizations, intergovernmental organizations and nongovernmental organizations, for the purpose of accomplishing a specific objective."

Rationale: Including all such areas of potential coordination in JIINC's domain would lend greater coherence, and better support its management as a Joint Capabilities Portfolio.

Pros / Cons

Pros: Adds specificity.

Cons:

- Run risk of leaving out an agency/element.
- Increases misinterpretation by becoming wordy.

JCA OPR Position – A/R/P/D

Definition was written to ensure simplicity and flexibility. Adding specifics such as "to include…" runs the risk of misinterpretation and/or leaving out critical agencies/organizations.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JIINC – JT FCB Tier 1 – Comment 46

Substantive Issue *(OUDS/AT&L/DS)*

Recommendation: Reword the JCA to only use the term coordinate as it is more inline with the task. Apply implies a whole other level of tasks and resources needed.

Rationale: The Interagency IGO/NGO Coordination JCA interchanges the words apply and coordinate instruments of national power.

Pros / Cons

Pros:

- Clarifies definition.
- Eliminates unwanted implications.

Cons: Opens door to others being confused.

JCA OPR Position – A/R/P/D

Concur.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JIINC – JT FCB Tier 1 – Comment 47

Substantive Issue *(HQ USAF/AF/XOS-F)*

Recommendation: Change title and description to read: **"**Joint Interagency/IGO/NGO/Multinational Coordination. The ability to … coordinate … and engage engaged U.S. Government agencies, intergovernmental organizations and nongovernmental organizations, and multinational entities (e.g., partnership states) for the purpose of accomplishing an objective.

Rationale: Clarity and to correct omissions.

Pros / Cons

Pros: Adds omissions.

Cons: Does not help clarify definition.

JCA OPR Position – A/R/P/D

"Interagency" includes "multinational."

Follow-on

Adjudication Level: 0-6

UNCLASSIFIED

JIINC – JT FCB Tier 2 – Comment 117

Critical Issue *(JS/J8/FAAD)*

Recommendation: Rewrite this definition.

Rationale: As written it is the definition of US Government Interagency Integration. The published definition says nothing about state/local government.

Pros / Cons

Pros: None.

Cons: No suggested definition given.

JCA OPR Position – A/**B**/P/D

Recommendation does not include a suggested rewrite, therefore current definition will be used.

Deferred: Will revisit if we receive a suggested definition.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JIINC – JT FCB Tier 2 – Comment 118

Critical Issue *(ASD/(NII)/CS&MP)*

Recommendation: Need to include Host Nation (HN) Agencies and Members of the Private Sector in the Tier 2 Taxonomy and Lexicon definitions as part of the Joint Interagency/IGO/NGO Coordination Level 1 JCA.

Rationale: Current directives include need for information sharing and coordination with foreign nation/HN and security forces/agencies and include requirement for information sharing and coordination with members of the Private Sector for SSTR operations.

Pros / Cons

Pros: Better spell out inclusive agency types.

Cons:

- Loss of definition flexibility.
- My exclude agencies.
- Agency list may exceed space.

JCA OPR Position – A/R/P/D

Definitions are intentionally written as generic in order to maintain flexibility and not to inadvertently exclude agencies. Recommended agencies should be considered included.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JIINC – JT FCB Tier 2 – Comment 119

Critical Issue *(ATFC-F)*

Recommendation: Include Tier 2 JCA, Synchronize Operations with mission partners and other agencies, as a Tier 2 JCA supported by another Tier 1 JCA.

Rationale: Would better support a Joint capabilities portfolio dedicated to developing DoD capabilities for coordinating with external agencies.

Pros / Cons

Pros: None.

Cons:

- No significant value added in adding another tier II.
- Adds confusion.

JCA OPR Position – A/R/P/D

Synchronizing operations is inherent within Joint Interagency/IGO/NGO Coordination.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JIINC– JT FCB Tier 2 – Comment 120

Substantive Issue *(Marine Combat Development Command)*

Recommendation: Change "Intergovernmental Organization (IGO) to "International Organization". International Organization is the term in daily use among civil-military operations planners.

Rationale: JP 1-02

Pros / Cons

Pros: Clarity.

Cons: Doesn't fully cover definition.

JCA OPR Position – A/R/P/D

"Intergovernmental Organizations" covers coordination between US organizations and official organization of foreign governments.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JIINC– JT FCB Tier 2 – Comment 121

Substantive Issue *(Marine Combat Development Command)*

Recommendation: Add Host Nation Government, or similar. For consistency, add a Tier describing state and local coordination if capability is distinct from CONUS local. Alternatively, rewrite more broadly so that any mil-civ gov't coordination is broadly described, the type of gov't then becomes a "Condition".

Rationale: None.

Pros / Cons

Pros: Clarity.

Cons: Takes away definition simplicity and adds to confusion.

JCA OPR Position – A/**R**/P/D

Host nation coordination is covered under Intergovernmental Organization Coordination and/or Nongovernmental Organization Coordination. Descriptions are already broadly written.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

Substantive Issue *(Marine Combat Development Command)*

Recommendation: Unclear if State and Local coordination is intended as a Tier 3 JCA, or as a distinct Tier 2. In any case, it should apply to foreign societies as well as US.

Rationale: None.

Pros / Cons

Pros: Clarity.

Cons: Takes away definition simplicity and adds to confusion.

JCA OPR Position – A/R/P/D

"State/Local Government" is a Tier 2 JCA. Foreign societies are not covered under this description but under Nongovernmental Organization Coordination.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JIINC– JT FCB Tier 2 – Comment 123

Substantive Issue *(JS/J8/FAAD)*

Recommendation: Review first 2 Tier 2 boxes.

Rationale: Is US Government the same as Intergovernmental? Is integration the same as coordination? Should the tier 3 State and Local Coordination fall under the Coordination tier 2 vice the Integration tier 2?

Pros / Cons

Pros: Clarity.

Cons: Confusing.

JCA OPR Position – A/B/P/D

Boxes reviewed. No changes.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JIINC– JT FCB Tier 2 – Comment 124

Substantive Issue *(N-NC/IC)*

Recommendation: Modify Bullet to read – "…instruments of national power to ensure unity of effort and support of US objectives."

Rationale: Essential to tie this requirement to not just unity of effort, but that, that unified effort also specifically supports US objectives.

Pros / Cons

Pros: Clarity.

Cons: Addition is inherent in definition.

JCA OPR Position – A/R/P/D

Concur.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

JIINC– JT FCB Tier 2 – Comment 125

Substantive Issue *(N-NC/IC)*

Recommendation: Modify Bullet to read – "…Application and coordination of all instruments of national, state, and local power to ensure unity of effort."
Rationale: If this Tier 2 JCA is to relate to Homeland Defense or Homeland Security Forces, Plans, and/or Operations, and within its heading of "State/Local Government Coordination," then it has to address and take into account (i.e. coordination) state and local assets and requirements.

Pros / Cons

Pros: Clarity.

Cons: Addition is inherent in definition.

JCA OPR Position – A/R/P/D

Concur. However it is important to remember JCAs were designed as a common language to be used across DOD as a whole.

Follow-on

Adjudication Level: 0-6.

UNCLASSIFIED

Joint Public Affairs Operations

UNCLASSIFIED

JPAO – FM FCB Tier 1 – Comment #52

ritical "Reword Definition" *(USJFCOM)*

Recommendation: Change to read: "The ability to plan, coordinate and synchronize U.S. military public information activities and resources in order to support the commander's operational and strategic objectives through the communication of truthful, timely and factual unclassified information about joint military activities within the area of operation (AO) to foreign, domestic, and internal audiences to support the commander's operational and strategic objectives. This capability to includes advising the commander on the effects of public information activities on operations. (Derived from JP 3-61)

Rationale: 1) Vertical and horizontal integration or coordination of information planning is a current challenge and key aspect of this capability. 2) Truth is a very subjective measure. Dealing with facts-knowledge or information based on real occurrences – is a more realistic and quantifiable standard3) Movement of "support objectives" phrase and breaking the definition up into two sentences clarifies how support is achieved and simplifies the sentence structure.

Pros / Cons

Pros:

- More succinct definition.

Cons:

- None

JCA OPR Position – A/R/P/D

Concurrence gained through adjudication with the entire PA community.

Follow-on

Adjudicate comment. Change definition to read as follows:

The ability to plan, coordinate and synchronize U.S. military public information activities and resources in order to support the commander's operational and strategic objectives through the communication of timely and factual unclassified information about joint military activities within the area of operation (AO) to foreign, domestic, and internal audiences. This capability includes advising the commander of the impact of operations and operational decisions on foreign, domestic, and internal audiences and public information activities.

UNCLASSIFIED

JPAO – FM FCB Tier 1 – Comment #53

Substantive “Delete JCA” *(OUSD(AT&L))*

Recommendation: Eliminate the Public Affairs JCA and incorporate the tasks into the appropriate JCAs

Rationale: Clarify the overall Focus the JCAs

Pros / Cons

Pros:

- Reduces number of Tier 1 JCAs by 1

Cons:

- Does not support QDR Strategic Communication Execution Roadmap
- Initial inclusion per Chairman’s direction
- Difficult to determine where to list JPA Tier 1 capabilities.
- Would have to be included in multiple JCAs to capture nuances
  - PA supports shaping external to the US but also may conduct activities counter to shaping objectives.

JCA OPR Position – A/R/P/D

- Non-concur with comment

Follow-on

Coordination with Mr. Bob Portigue, OUSD (AT&L), resulted in acceptance of justification to reject comment. Adjudicate comment.

UNCLASSIFIED

JPAO – FM FCB Tier 2 – Comments

#144, 161, 154

Critical “Rename Tier 2” *(USJFCOM)*
Substantive “Delete Tier 2” *(CHINFO)*

Recommendation: #144 - Replace entire definition for “Strategic Information and Engagement Coordination” with the QDR definition for “Strategic Communication”
#161 - Replace “Strategic Information and Engagement Coordination” white block with “Strategic Communication” white block .

Rationale: The draft QDR definition of Strategic Communication is more encompassing and succinct. (See lexicon comment for Strategic Communication definition.)

JCA OPR Position – R A/R/D

- Non-concur with comments #144 and #161.
- Concur with CHINFO substantive comment #154 to delete “Strategic Information and Engagement Coordination” as a Tier 2 capability.

Pros / Cons

Pros:

- Strategic Information and Engagement Coordination is a process, not a capability.
- Capability to engage in the process of coordination and deconfliction should already be resident in existing Tier 1 and 2 capabilities, i.e. JPA, IO, DSPD, etc.

Cons:

- Joint Shaping supports inclusion of “Strategic Information and Engagement Coordination” as a Tier 2 capability.

Follow-on

Coordinated with LtCol Haviland, JS J5. Joint Shaping believes that SIEC is more than just Strategic Communication. Possible solution would be to modify the lexicon for Joint Shaping to be more inclusive. This might allow for deletion of SIEC yet still capture the capability.

UNCLASSIFIED

ritical "Reword Definition" *(USJFCOM)*

Substantive *(CHINFO)*

Recommendation: #145 - Change to read: Analytic Support and Assessment - The ability to collect, analyze, fuse and assess information pertaining to target audience analysis, foreign public opinion polling, media analysis, public opinion analysis, identifying sources of influence, mapping the media environment, measures of effectiveness, perception management, human factors analysis, and cultural/societal analysis in order to achieve a holistic assessment of the information environment and support strategic communication activities
#156 - Change ". . . fuse and assess . . ." to ". . . fuse, assess and disseminate . . ."

Rationale: Public Affairs needs to conduct communication assessment and analysis, but should leverage the more encompassing "Analytic Support and Assessment" by coordinating requirements and using shared products.

Pros / Cons

Pros:

- More encompassing capability – avoids duplication/redundancy.

Cons:

- None.

JCA OPR Position – A/R/P/D

- #145 and #156 recommend adding verbiage to expand the scope of "Analytic Support and Assessment"
- Coordination with JS J5 yielded acceptance of verbiage highlighted in red under "follow-on"
- Based on adjudication of previous comment (acceptance of CHINFO comment #154), "strategic information and engagement" verbiage needs to be deleted or modified.

Follow-on

Coordination with JS J5 resulted in partial acceptance of definition:

The ability to collect, analyze, fuse, assess, and disseminate information pertaining to target audience analysis, foreign public opinion polling, media analysis, public opinion analysis, identifying sources of influence, mapping the media environment, measures of effectiveness, perception management, human factors analysis, and cultural/societal analysis in order to achieve a holistic assessment of the information environment and support strategic information and engagement activities.

JPAO – FM FCB Tier 2 – Comments #155 (166) and 162

Critical "Replace Tier 2" *(USJFCOM)*

Substantive Issue *(CHINFO)*

Recommendation: #162 - Delete "Communication Assessment and Analysis" blue box and replace with "Analytic Support and Assessment" white block.
#155 and #166 (Duplicate of 155) - Eliminate Communication Assessment & Evaluation as a Tier 2 capability. Include AS&A on the JPA Ops chart as a Tier 2 JCA Supported by another Tier 1 JCA

Rationale: Public Affairs needs to conduct communication assessment and analysis, but should leverage the more encompassing "Analytic Support and Assessment" by coordinating requirements and using shared products.

Pros / Cons

Pros:

- More encompassing capability – avoids duplication/redundancy.

Cons:

- None.

JCA OPR Position – A/R/P/D

Concur with replacement of current Tier 2 "Communication Assessment and Analysis" with reworded "Analytic Support and assessment owned by Joint Shaping

Follow-on

Adjudicate comments

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itical "Reword Definition" *(USJFCOM)*

Recommendation: Change to read: "Community Relations – The ability to plan and synchronize programs to enhance interaction and communication among U.S. Joint Forces, and select domestic and foreign stakeholders throughout all operational phases to support commanders' strategic and operational objectives."

Rationale: Community relations programs are not restricted to coalition partners and host nations. These programs should be characterized as targeted toward key "stakeholders," rather than "populations."

Pros / Cons

Pros:

- More completely defines target audience.

Cons:

- None

JCA OPR Position – A

A/R/P/D

Concurrence gained through adjudication with the entire PA community.

Follow-on

Adjudicate comment

UNCLASSIFIED

Tier 2 – Comment #163

Substantive "Add Reference"

(USSTRATCOM)

Recommendation: Add reference to source of Public Affairs Operational Planning lexicon entry.

Rationale: Improves substantiation and argument of lexicon entry. Also, it adds consistency IAW the JCAMP's JCA lexicon rule set.

Pros / Cons

Pros:

- None

Cons:

- None.

JCA OPR Position – A/R/P/D

- Concur. Add references JP 3-61 and JP 3-0.

Follow-on

Adjudicate comment

UNCLASSIFIED

Substantive "Add Reference"

(USSTRATCOM)

Recommendation: Add reference to source of Communication Assessment and Evaluation lexicon entry .

Rationale: Improves substantiation and argument of lexicon entry. Also, it adds consistency IAW the JCAMP's JCA lexicon rule set.

Pros / Cons

Pros:

- None

Cons:

- None

JCA OPR Position – A/R/P/D

- "Communication Assessment and Evaluation" Tier 2 replaced by more overarching "Analytic Support and Assessment" per comments #155 and #162. Providing reference is OBE.

Follow-on

Adjudicate comment

UNCLASSIFIED

Tier 2 – Comment #165

Substantive "Add Reference"

(USSTRATCOM)

Recommendation: Add reference to source of Community Relations lexicon entry.

Rationale: Improves substantiation and argument of lexicon entry. Also, it adds consistency IAW the JCAMP's JCA lexicon rule set.

Pros / Cons

Pros:

- None

Cons:

- None

JCA OPR Position – A/R/P/D

- Concur. Add reference JP 3-61.

Follow-on

Adjudicate comment

UNCLASSIFIED

Related Tier 2 JCA Comments

UNCLASSIFIED

JPAO – FM FCB

Tier 2 – Comment #150

Substantive "Improper Linking"

(USJFCOM J9)

Recommendation: Improper linking of Public Information (JPAO) under Defense Support to Public Diplomacy (JS).

Rationale: Public Information (JPAO) should be a sibling (equal) to Defense Support to Public Diplomacy (JS).

Pros / Cons

Pros:

- None

Cons:

- None

JCA OPR Position – A/**R**/P/D

- All Tier 2 JCAs are equal. Depiction on the PowerPoint slides precludes accurately showing 'equal' relationship.

Follow-on

Adjudicate comment

UNCLASSIFIED

JPAO – FM FCB

Tier 2 – Comment #153

Substantive "Change Ownership"

(CHINFO)

Recommendation: Designate DSPD as a Tier 2 JCA supported by the Tier 1 Joint Public Affairs Operations JCA vice Tier 1 Joint Shaping JCA.

Rationale: DSPD describes the role component PAOs perform in support of DoS overseas. Specifically, PA tasks such as communication planning ISO U.S. foreign policy, coordination of themes and messages, press conferences/interviews/backgrounders with foreign officials and foreign press, overseas community relations programs, foreign media analysis, placement of opinion pieces in foreign press, countering of misinformation and coordination of visual information activities are examples of the core tasks of the DoS public diplomacy mission.

Pros / Cons

Pros:

- None

Cons:

- None

JCA OPR Position – R

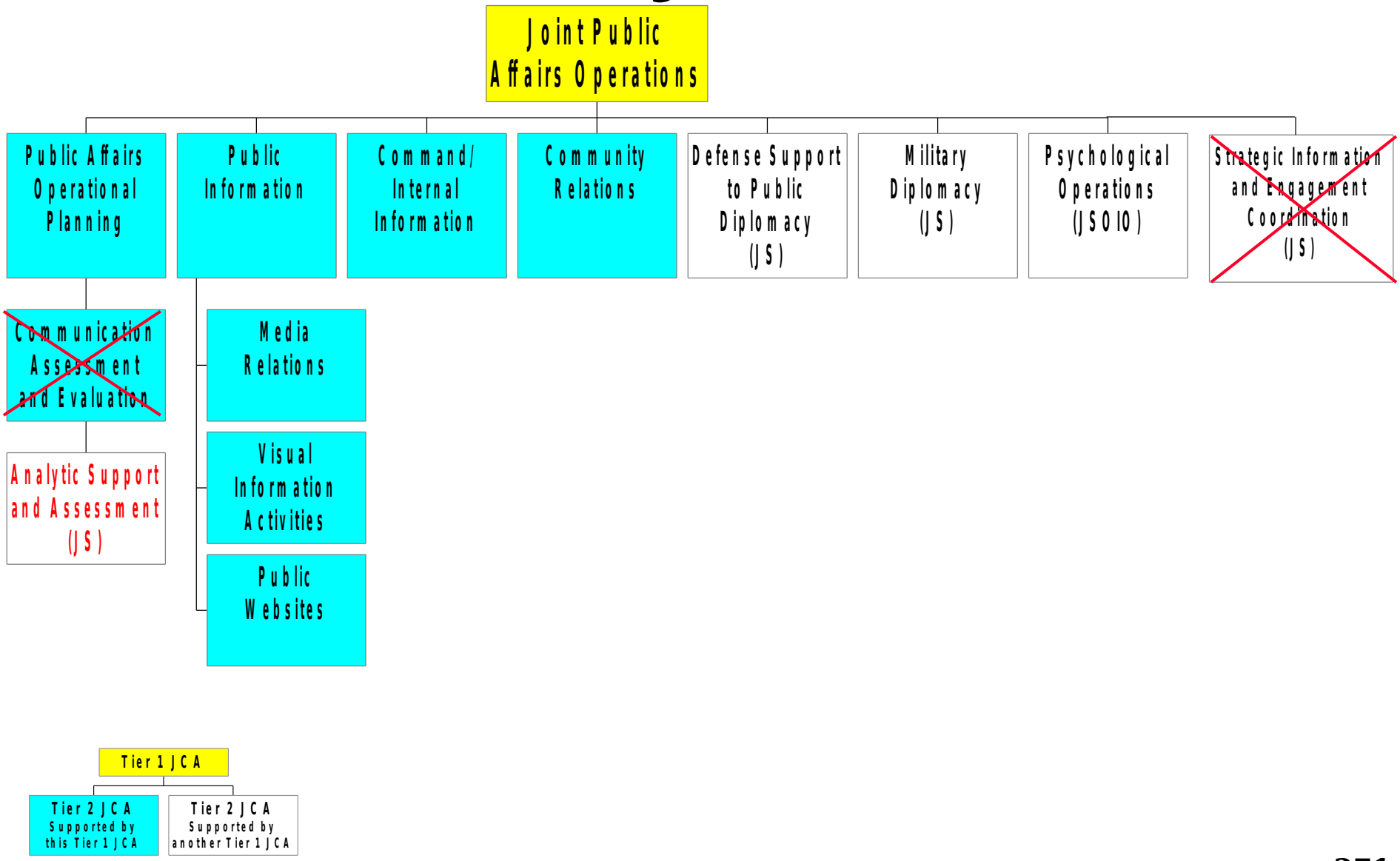
- Definition for DSPD should be consistent with JP 1-02 (only the last sentence in the lexicon is appropriate from this reference.)
- Maintain in Joint Shaping with support from JPA.

Follow-on

Adjudicate comment

UNCLASSIFIED

JPAO Proposed Taxonomy


Joint Public Affairs Operations
Public Affairs Operational Planning
Public Information
Command/ Internal Information
Community Relations
Defense Support to Public Diplomacy (JS)
Military Diplomacy (JS)
Psychological Operations (JSOIO)
Strategic Information and Engagement Coordination (JS)
Communication Assessment and Evaluation
Analytic Support and Assessment (JS)
Media Relations
Visual Information Activities
Public Websites
Tier 1 JCA
Tier 2 JCA Supported by this Tier 1 JCA
Tier 2 JCA Supported by another Tier 1 JCA

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"All & J-7" Comments

UNCLASSIFIED

All Tier 1 – Comment 55

Critical Issue *(PACOM J5)*

Recommendation: Update lexicon with coordinated draft Joint Pubs and other resources. This lexicon is dated 24 Aug 05 and appears to be based on early 05 references.

Rationale: Update lexicon to current information including draft documents that have been vetted across DoD once and do not have critical comments associated with the specific reference used.

Pros / Cons

Pros:

- Maintains JCA lexicon currency

Cons:

JCA Coordinator Position – A/R/P/D

JCA OPRs are updating references as appropriate using the JCAMP refinement process.

Follow-on

None

UNCLASSIFIED

All Tier 1 – Comment 56

Substantive Issue *(MCCDC)*

Recommendation: Reuse components wherever possible.

Rationale: This is a fundamental rule of the systems engineering approach to functional decomposition. For example, "Planning Intelligence" should either use the same logic as "Planning" for command and control or Joint Force Management, or should use a different word.

Pros / Cons

Pros:

Cons:

JCA Coordinator Position – A/R/P/D

As the Taxonomy and Lexicon mature, similar JCAs will migrate towards commonality. JCAs requiring unique specificity can be more definitively parsed in the lexicon.

Follow-on

None

UNCLASSIFIED

Tier 1 – Comment 59, 60

Critical Issue *(OPNAV, MCCDC)*

Recommendation: Remove column of table with Functional, Operational, Institutional and Domain JCAs, and remove associated definitions from JCAMP.

Rationale: While delineation of the four areas makes sense in the isolated language of the JCAMP, when these areas are assigned to particular JCAs in the Tier 1 JCA Table, inconsistencies result.

Pros / Cons

Pros:

- Utility in categorizing the JCAs is starting to surface…ie. UJTL mapping may not apply to the institutional JCAs
- Some stake-holders like the construct…

"The design of the JCA construct into four JCA types…is both comprehensive and flexible." (JFCOM J9 JPP)

Cons:

JCA Coordinator Position – A/R/P/D

Follow-on

JCAMP writing team investigate, at a minimum, establishing consistency within JCA categories

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Tier 1 – Comment 61

Substantive Issue *(MCCDC)*

Recommendation: It is not clear what value the "white boxes" add. Are they intended to serve as indictor that the JCA is further and identically described under another JCA? Are they a method of adding a third "dimension" to a two dimensional page?

Rationale: This structure is inconsistent across the Tier 1 bins and creates confusion as to the intent of the supporting Tier 2 JCAs.

Pros / Cons

Pros:

Cons:

JCA Coordinator Position – A/R/P/D

This is not a recommendation.

Follow-on

Although this isn't an actionable recommendation, it does highlight the supported and supporting JCA relationship issue that must be addressed by the JCAMP writing team

UNCLASSIFIED

Tier 1 – Comment 62

Substantive Issue *(MCCDC)*

Recommendation: If all Blue Boxes are Tier 2s, then they cannot be subordinate to one another. Tier 2s "Doctrine" and "Educate" (different word forms!) cannot be subordinate to Tier 2 "Develop Skills".

Rationale: None

Pros / Cons

Pros:

Cons:

JCA Coordinator Position – A/**R**/P/D

This is not a recommendation.

Follow-on

Although this isn't an actionable recommendation, it does highlight the tier 2, 2A, 2B…tier 3 issue that must be addressed by the JCAMP writing team

UNCLASSIFIED

All Tier 2 – Comment 281

Critical Issue *AT&L International Cooperation*

Recommendation: Little to no consideration of coalition planning and international cooperation in the definition or role of the JCAs. There should be a Tier 2 capability following each of the Tier 1 JCAs that should support this national objective. This is especially important in the domain JCAs as well as those relating to C2 and Network integration.

Rationale: From the National Defense Strategy, Strategic Objectives… Strengthen alliances and partnerships. We will expand the community of nations that share principles and interests with us.

Pros / Cons

Pros:

Cons:

- Proliferation of white boxes

JCA Coordinator Position – A/R/P/D

JS, JC2, JPAO, & JL JCAs have tier 2 JCAs that specifically address coalition members wrt, relationships, collaboration, capabilities, planning and alliances in their associated lexicon. It is unnecessary to repeat these in all Tier 1 JCAs…however that option is available to

Follow-on

None

UNCLASSIFIED

All Tier 2 – Comment 282

Critical Issue *OPNAVN812*

Recommendation: 1 - Review all JCAs to ensure they meet SECDEF/Tank-approved Tier 1 & 2 critieria/definitions. Revise Jt C2, JFG, & JFM structures with an eye towards identifying JCAs that can be delegated, executed, analyzed, or specifically supported by DoD systems & programs. 2 - JICs should follow JCAs, not vice versa. 3 - Consolidate all the operational art and leadership elements currently in C2 into 2-3 white Jt C2 Tier 2 boxes, which would appear as blue Tier 2 boxes in JFG.
Rationale:

Pros / Cons

Pros:

Cons:

CA Coordinator Position – A/R/**P**/D

1 - All JCAs are currently being reviewed using the JCAMP refinement process to include JC2, JFG, and JFM.
2 - concur… some reverse engineering occurred during initial JCA development …the JCAMP refinement process should correct inconsistencies.
3 - See specific JCA OPR comments on this

Follow-on

None

UNCLASSIFIED

All

Tier 2 – Comment 283

Substantive Issue *USSTRATCOM J824*

Recommendation:
Recommendation: Add references to source of lexicon entries. After reviewing the whole document, many lexicon entries are missing definition / derivation references.

Rationale: Improves substantiation and argument of lexicon entry. Also, it adds consistency IAW the JCAMP's JCA lexicon rule set.

Pros / Cons

Pros:

Cons:

JCA Coordinator Position – A/R/P/D

JCAMP direction requires sources for lexicon entries. The data call resulted in many comments addressing recommending sources for definitions.

Follow-on

Post JCA Refinement Meeting, update the JCA Lexicon with source references as required.

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Tier 2 – Comment 284

Substantive Issue *OSD(AT&L) DS/JFA*

Recommendation: Lexicon. Add paragraph on key aspects of CPB before defining JCAs.

Rationale: JCAs are enablers for CBP. Understanding CBP prerequisite for understanding application of JCAs

Pros / Cons

Pros:

Cons:

JCA Coordinator Position – A/R/P/D

The definitive CBP language from the 2006 QDR will be reference in the revised JCAMP.

Follow-on

JCAMP writing team reference the following:

"The essence of capabilities-based planning is to identify capabilities that adversaries could employ and capabilities that could be available to the United States, then evaluate their interaction, rather than over-optimize the joint force for a limited set of threat scenarios."

UNCLASSIFIED

Tier 2 – Comment 285

Substantive Issue *US Army, G8-FDA*

Recommendation: Slide Presentation is confusing in terms of the Tier 2 JCAs; no written explanation is given on the "Supported by this…" or "Supported by another. Clarifying explanation of the different types of Tier 2 JCAs which were shown in the Slide presentation (titled Joint Capability Areas Tier 1 & Tier 2 Taxonomy) as "Tier 2 JCA Supported by this Tier 1 JCA" and "Tier 2 JCA Supported by another Tier 1 JCA".

Rationale:

Pros / Cons

Pros:

Cons:

JCA Coordinator Position – A/R/P/D

Follow-on

Post JCA Refinement Meeting, update the JCA Taxonomy to include a scene setter slide and reference to JCAMP.

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Tier 2 – Comment 286

Admin Issue *OUSD(AT&L) DS/SE/DT&E*

Recommendation: JCAMP paragraph 6 b, in part states: "…Tier 2 is blue when supporting own JCA, white when supporting another JCA;" Whereas, the legend on each chart states for blue: "Tier 2 JCA Supported by this Tier 1 JCA" Is this the correct relationship? JCAMP entry seems that the relationship is higher to lower, not lower to higher. Clarify the tier-to-tier functional relationships.

Rationale:

JCA Coordinator Position – A/R/P/D

Pros / Cons

Pros:

Cons:

Follow-on

Post JCA Refinement Meeting, update the JCA Taxonomy and change the blue box legend wording as follows, "supported by" to "supporting". Additionally, change white box legend wording and JCAMP reference to indicate white box is primary to another tier 1 JCA, but also supporting this tier 1 JCA

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Tier 2 – Comment 287

Admin Issue *USSTRATCOM*

Recommendation: Add a Table of Contents to the Lexicon document (list each Tier 1 and its corresponding page number).

Rationale: Will greatly improve the ease of finding Tier 1 and Tier 2 definitions for a specific Tier 1.

Pros / Cons

Pros:

Cons:

JCA Coordinator Position – A/R/P/D

Follow-on

Post JCA Refinement Meeting, update the JCA Lexicon and add a table of contents.

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